



# 2009 Strategic Action Plan



STATE OF IDAHO  
TRANSPORTATION DEPARTMENT

Updated February 23, 2009

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# INTRODUCTION

The Idaho Transportation Department's (ITD) Strategic Planning Team is using the department's long-range Visioning process to develop the 2009 Strategic Plan. The department's visioning process is a tool ITD designed to provide long-range continuity and guiding principles for all aspects of the department's major planning-related activities.

## DEVELOPING OUR MISSION

ITD Director Pamela Lowe incorporated the principles of the Vision process when she convened a strategic planning team that met four times between June and November 2007. The strategic planning teams completed the following new mission and vision statements that have been incorporated into the 2009 Strategic Plan and serves as the department's primary purpose and focus for all work efforts:

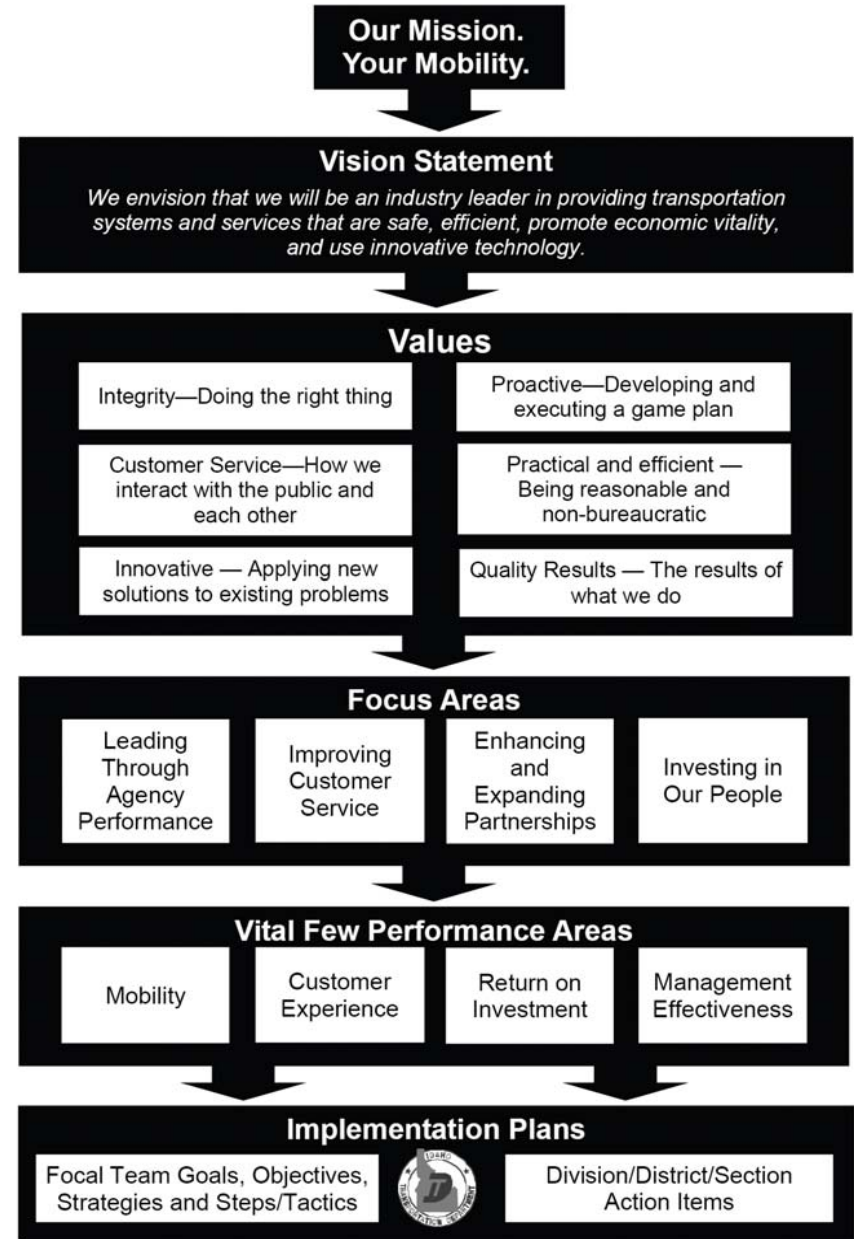
**MISSION:** Our Mission. Your Mobility.

**VISION:** We will be an industry leader in providing transportation systems and services that are safe, efficient, promote economic vitality and use innovative technology.

We will achieve quality through:

# ITD Strategic Plan

## Process Flow Chart



- Investing in our people,
- Expanding and enhancing partnerships,
- Leading through agency performance, and
- Improving our customer service culture.

## VALUES

ITD leaders embrace and display high standards of ethical and professional conduct and establish a customer service environment in all that we do. We are committed to rigorously managing public funds and other resources efficiently and effectively and seek ways to continuously improve on the services and products we deliver. ITD leaders motivate and inspire employees to give their best effort and to act in the best interest of customers, stakeholders, and other constituencies. We do this by creating and sustaining a work environment where a proactive approach, creativity, innovation, integrity, practicality, and efficiency are valued and appreciated (see below).

ITD VALUES	
ITD ORGANIZATIONAL VALUE	THE VALUE IN ACTION
Integrity – doing the right thing”	Integrity is carried out by:
<ul style="list-style-type: none"> <li>• We are honest with ourselves and others</li> <li>• We are able to make difficult decisions no matter how uncomfortable we may be in doing so</li> <li>• We say what we’ll do and do what we say</li> <li>• We are consistent and fair in how we treat people</li> <li>• We behave in an ethical, trustworthy and transparent manner</li> <li>• We require and model ethical behavior</li> </ul>	<ul style="list-style-type: none"> <li>• Providing reliable information which may not be politically correct or popular</li> <li>• Being able to say “I don’t know”</li> <li>• Keeping true to our word and commitments</li> <li>• Requiring and modeling ethical behavior</li> <li>• Be consistent in what we say and do</li> <li>• Being truthful and forthright</li> </ul>

ITD VALUES	
ITD ORGANIZATIONAL VALUE	THE VALUE IN ACTION
Innovative – applying new solutions to existing problems	Innovation is carried out by:
<ul style="list-style-type: none"> <li>We are creative</li> <li>We take calculated risks</li> <li>We embrace applying new solutions to existing problems</li> <li>We use our imagination</li> <li>We build on success and minimize our failures as we learn from them</li> </ul>	<ul style="list-style-type: none"> <li>Giving employees the opportunity to be innovative</li> <li>Approaching solutions/ideas collaboratively – no wet blanket</li> <li>Challenging the status quo</li> <li>Finding ways to say “yes” by finding the reasons you can’t do it rather than the reasons you can’t</li> <li>Allowing room for failure and learning from our mistakes</li> <li>Applying patience, humility, persistence and good listening to what employees are suggesting</li> </ul>
Practical and efficient – being reasonable and non-bureaucratic	Practicality and efficiency is carried out by:
<ul style="list-style-type: none"> <li>We use common sense</li> <li>We are reasonable</li> <li>We are cost effective</li> <li>We are non-bureaucratic</li> </ul>	<ul style="list-style-type: none"> <li>Considering the consequence</li> <li>Invoking process improvement</li> <li>Asking whether we need to continue to do things the same way</li> <li>Thinking outside the box</li> </ul>
Quality results – the results of what we do	Quality is carried out by:
<ul style="list-style-type: none"> <li>We consider the best way to accomplish results</li> <li>We do work that is accurate, reliable and timely</li> <li>We use teams where it makes sense to do so</li> <li>We are accountable as individuals and as an organization</li> </ul>	<ul style="list-style-type: none"> <li>Being timely, accurate, reliable</li> <li>Ongoing process involvement</li> <li>Involving the right players early on</li> <li>Gathering and analyzing appropriate and pertinent data to arrive at the best solution/decision/product</li> <li>Going beyond current standards when possible</li> <li>Giving the best effort all the time</li> <li>Constantly striving for improvement</li> <li>Measuring results</li> </ul>
Customer Service – how we interact with the public and each other	Customer service is carried out by:
<ul style="list-style-type: none"> <li>We treat people with respect</li> <li>Customers leave understanding why we can or why we cannot meet their request</li> </ul>	<ul style="list-style-type: none"> <li>Considering our customers’ needs</li> <li>Approaching customers with optimism</li> <li>Using a positive and professional tone of voice</li> <li>Informing our customers of our availability via voicemail greeting and out of office message</li> <li>Being honest</li> <li>Having a polite and professional attitude</li> <li>Being flexible without compromising policy or best practice</li> <li>Asking “how can we help?” rather than “can we help?”</li> </ul>

ITD VALUES	
ITD ORGANIZATIONAL VALUE	THE VALUE IN ACTION
Proactive – developing and executing a game plan	Being proactive is carried out by”
<ul style="list-style-type: none"> <li>• We anticipate expectations</li> <li>• We find solutions, improvements, or responses before an issue becomes a problem</li> <li>• We act with initiative</li> <li>• We plan and think ahead</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipating expectations</li> <li>• Using experience to anticipate needs</li> <li>• Identifying required action and acting on it</li> <li>• Identifying actions for improvements or enhancements and acting on it</li> </ul>

## FOCUS AREAS

To effectively address the four focus areas identified in the vision statement, the Strategic Planning Team appointed focus teams to develop recommendations that fully realize the potential for the department and our partners in each of the four areas. The focus teams were instructed to develop action plans with bold recommendations, and to be forward-thinking in addressing one- to three-year and longer-term three to five-year issues. Through this team process, ITD employees are building the next generation of the department.

The teams are small and incorporate the inclusive principles of the Vision process by including members from the districts, headquarters, and all six divisions. The initial action plans they developed were presented to the Idaho Transportation Board at their April 2008 meeting.

## TEAM REPORTS SUMMARY

# TEAM REPORTS SUMMARY

From January to October 2008, four quality management teams met to establish recommendations that fully realize the potential for the Idaho Transportation Department and our partners. Each team prepared Action Plans that will address the larger strategic efforts of the department as described in the mission and vision.

Focus Area Action Plans describe the overall strategy and include:

- Actions, phases, and strategies needed
- Sections/Divisions/Partners/Communities involved
- Responsibilities of internal and external partners
- Intended outputs (well-defined) tied to desired outcomes
- Timeline and estimated completion date



## Leading Through Agency Performance, Dave Amick, Sponsor

### Goals

- Mobility
- Customer experience
- Return on investments
- Management effectiveness

### Objectives

Objective 1: Identify evaluate and define successful agency performance management

Strategy 1: Research Best Practices and Stakeholder Ideas

Strategy 2: Determine Best Practices and Identify Gaps

Objective 2: Identify and describe appropriate model

Strategy 1: Identify Proven Frameworks/Models

Strategy 2: Review Alternative Models with Stakeholders

Strategy 3: Describe ITD Preferred Performance Model

Objective 3: Develop implementation plan (business plan/strategy)

Strategy 1: Draft Implementation Plan

Strategy 2: Integrate the Performance Model into ITD Culture

Objective 4: Establish Performance Management Office (PMO)

Strategy 1: Develop Business Case

Strategy 2: Gain Executive Approvals

Strategy 3: Educate Performance Management Group

## **Improving Our Customer Service Culture, Alan Frew, Sponsor**

### Goals

- Ensure public trust and confidence
- Be viewed as credible and satisfaction-oriented

### Objectives

Objective 1: Assess customer satisfaction with current product and service delivery and determine necessary improvements

Strategy 1: Identify current ITD customers, products and services.

Strategy 2: Assess current internal and external customer satisfaction with existing products and services.

Strategy 3: Identify needed improvements

Strategy 4: Develop a communications plan to disseminate findings and recommendations.

Strategy 5: Review and reassess ITD's customer service.

Strategy 6: Share findings and recommendations with partners.

Objective 2: Develop a practical ITD customer service change management and implementation plan.

Strategy 1: Obtain leadership commitment.

Strategy 2: Relay customer service expectations to employees.

Strategy 3: Continue to educate and train.

## **Expanding and Enhancing Partnerships, Tom Cole, Sponsor**

### Goals

- Enhance existing partnerships to improve efficiency and customer service
- Demonstrate industry leadership through partnerships
- Expand use of partnerships to broaden cooperation with other agencies and stakeholders
- Make effective use of partnerships to leverage limited resources to meet Idaho's transportation needs.

### Objectives

Objective 1: Assess internal and external satisfaction with current partnerships

- Strategy 1: Inventory ITD's current partnerships and identify key contacts for each (completed but will need updated by WG)
- Strategy 2: Conduct a survey to gather input on the level of satisfaction with existing partnerships (OSG, 5-09)
- Strategy 3: Analyze survey results to rate overall satisfaction with ITD partnerships and identify where existing partnerships can be improved (OSG, 8-09)

Objective 2: Conduct best practices study, perform gap analysis, and identify needed improvements

- Strategy 1: Determine partnership best practices
- Strategy 2: Develop assessment tool that staff can use to compare current partnerships with best practices (WG, 5-10)
- Strategy 3: Coordinate gap analysis of ITD partnerships using assessment tool (WG, 5-10)
- Strategy 4: Review action steps generated through bottom-up feedback from Divisions and Sections (requested in Memorandum #12) (WG, 5-09)
- Strategy 5: Identify and prioritize needed improvements (OSG, 5-09)

Objective 3: Share findings and recommendations within ITD staff and with our partners

- Strategy 1: Communicate findings of survey and gap analysis to the Executive team and obtain support for priority actions (OSG, 11-09)
- Strategy 2: Implement priority items to enhance existing partnerships (Exec. Team, 11-09)
- Strategy 3: Communicate results to staff and stakeholders (Exec. Team, 11-09)

Objective 4: Establish a process to regularly review and reassess ITD partnerships

- Strategy 1: Conduct follow-up surveys every 2 to 3 years to assess satisfaction (OSG, as needed)
- Strategy 2: Compare results with the results of previous surveys (OSG, as needed)
- Strategy 3: Identify problem areas and work with appropriate staff to develop action plan to make needed improvements (OSG, as needed)
- Strategy 4: Share results with ITD management and external partners OSG, as needed)

Objective 5: Use partnerships to keep current with industry trends and innovative practices

- Strategy 1: Solicit input from staff and stakeholders to identify key partnerships that can help ITD in these areas (OSG, 5-09)
- Strategy 2: Identify priority partnerships and determine appropriate ITD involvement (WG, 5-09)
- Strategy 3: Seek Executive Team support for partnership activities (OSG, 1-09)
- Strategy 4: Communicate results to management and staff as appropriate (OSG, as needed)

Objective 6: Implement best practices through partnerships

- Strategy 1: Identify examples in which ITD has shown leadership in developing services or implementing best practices (e.g., development of IMAP, implementation of Practical Design, etc.) (WG, 5-09)
- Strategy 2: Communicate information on successful ITD leadership efforts in implementation of best practices to staff (WG, 5-09)

- Strategy 3: Seek input from staff and partners to identify new opportunities for ITD to lead in developing and adopting best practices and innovative practices (WG, 5-09)
- Strategy 4: Develop strategies for implementation (WG, 5-09)
- Strategy 5: Implement and evaluate (Exec. Team, 8-09)

Objective 7: Establish and enhance partnerships as part of the ITD culture

- Strategy 1: Develop A and B Policies to encourage regular use of partnerships (DRAFT complete)
- Strategy 2: Develop a guidebook that staff can use when building new partnerships (WG, 1-10)
- Strategy 3: Identify training needs and offer training on partnership building (WG, 8-09)

Objective 8: Using input from ITD staff and partners, identify potential new partnerships

- Strategy 1: Solicit input on potentially beneficial new partnerships and new ways to work with partners through survey of ITD staff and partners (OSG, 5-09)
- Strategy 2: Review bottom-up feedback from Divisions and Sections (requested in Memorandum #12) (OSG, 5-9)
- Strategy 3: Identify priorities for new partnership efforts (OSG, 6-09)

Objective 9: Gather information from other states on their use of partnerships and identify areas that we might emulate.

- Strategy 1: Conduct survey of other state DOTs through AASHTO Research Advisory Committee listserv to obtain information

Objective 10: Identify how partnerships have been used to share costs, obtain in-kind services, and shared facilities.

- Strategy 1: Identify examples of current ITD partnerships that enhance our efficiency or help leverage our limited resources – including public-private partnerships (WG, 8-09)
- Strategy 2: Communicate information about these partnerships to staff and stakeholders (OSG, 10-09)
- Strategy 3: Solicit input on how similar partnerships could be used to leverage resources in other areas (WG, 3-10)
- Strategy 4: Develop and carry out action steps to implement partnerships as appropriate (Exec. Team, on-going)

Objective 11: Expand use of public-private partnerships to enhance resources and services

- Strategy 1: Investigate use of public - private partnerships in other states (WG, 10-09)
- Strategy 2: Identify opportunities for new types of public-private partnerships and develop recommendations for how they might be used in Idaho. (WG, 10-09)
- Strategy 3: Gather information about these partnerships (WG, 10-09)
- Strategy 4: Develop recommendations and present them to Executive Team (OSG, 11-09)
- Strategy 5: Develop draft legislation, sample legal agreements, and other items necessary to proceed with adoption of public-private partnership options as directed by Executive Team (OSG, on-going)
- Strategy 6: Develop guidance and training and present to staff as appropriate (OSG/WG, on-going)

## Investing in Our People, Mary Harker, Sponsor

### Goals

- Implement well-defined organizational culture and values
- Be an employer of choice
- Create and maintain positive work environment where people thrive

### Objectives

Objective 1: Establish, implement and sustain a set of organizational and cultural values that define ITD.

Strategy 1: Revisit and reaffirm 2001 value statements and incorporate additional values that reflect current cultural needs and expectations.

Strategy 2: Assess employee's perception of how well ITD's actual organizational and cultural values compare to the desired organizational and cultural values.

Strategy 3: Establish a change management plan that addresses the technical competencies and behavioral aspects necessary to achieve and maintain the desired organizational and cultural values.

Objective 2: Be an employer of choice.

Strategy 1: Increase awareness of ITD as a competitive employer with a reputation that attracts a talented and diverse workforce.

Strategy 2: Expand recruiting and outreach that will enable ITD to hire the right person at the right time for the right place.

Objective 3: Create and maintain a positive work environment where people thrive.

Strategy 1: Ensure workforce concerns are considered and included in decisions.

Strategy 2: Managers understand, willingly accept, model and encourage leadership behaviors which promote

departmental values and view employees as an asset.

Strategy 3: Employees understand, willingly accept and demonstrate behaviors which reflect departmental values.

Strategy 4: Create a sense of employee value and belonging in the department.

Strategy 5: Recognize and reward workplace excellence.



## **Expanding and Enhancing Partnerships, Tom Cole, Sponsor**

**(UNDER SEPARATE COVER)**

## STRATEGIC ACTION PLAN TEAM DETAILED REPORTS

LEADING THROUGH AGENCY PERFORMANCE  
(UNDER SEPARATE COVER)

## IMPROVING OUR CUSTOMER SERVICE

## **STRATEGIC PLANNING**

### **IMPROVING OUR CUTOMER SERVICE CULTURE ACTION PLAN**

#### **BACKGROUND**

Building from Idaho's Transportation Vision: Getting There Together, Director Pam Lowe convened a strategic planning team (SP Team) that met four times over the June-November, 2007 time frame. The SP Team completed a department Mission, Vision, and Strategic Plan, as well as team membership and themes for the focus area action plan.

#### **DEPARTMENT MISSION AND VISION**

The Mission serves as our primary purpose and focus for all of our work efforts:

**MISSION:** Our Mission. Your Mobility.

The Vision statement serves to describe what we do and explains where we will focus our work efforts:

**VISION:** We envision that we will be an industry leader in providing transportation systems and services that are safe, efficient, promote economic vitality, and use innovative technology.

#### **STRATEGIC PLANNING TEAM**

The SP Team has identified that to effectively address these four focus areas, quality-management teams need to be chartered to establish recommendations that fully realize the potential for the Idaho Transportation Department (ITD) and our partners in the four areas. Teams should present bold recommendations within their action plans that address their focus areas and themes, and be forward-thinking to address both short-term (0-3 years) and longer-term (3-5 years) issues. Recommendations for action should be

tactical so they can always be relevant to the larger strategic efforts of the department as described in the mission and vision of ITD. Through this team process, we are building the next generation of ITD Guiding Principles.

## **FOCUS AREA ACTION PLAN: IMPROVING OUR CUSTOMER SERVICE CULTURE**

One of the four focus areas for the SP Team was to reevaluate the department's customer service culture. Customer service is essential in achieving the department's mission and vision. This plan, aligned with the suggestions from the Customer Service Team will enable ITD to establish a visible customer service culture.

In order to do this the department must take active steps to understand our customer requirements, explore areas of improvement, define possible solutions and create customer service performance measures.

## **ITD'S CUSTOMER SERVICE CULTURE**

The focus of customer service is the customer. Customer service is all about satisfying customer needs and expectations. A "customer" is anyone who makes use of or receives ITD's products or services. The Idaho Transportation Department exists to provide safe, reliable and efficient transportation to our customers, along with numerous related services. The safety, comfort and convenience of our customers and staff are our most important concerns. In December 2007, the Customer Service Team was formed to prepare and submit to the SP Team a strategy to address customer service issues and to improve a customer service culture for the department.

A culture is not something an organization has; a culture is something an organization is (Pacanowsky and O'Donnell-Trujillo 1983). A culture is an interactive blend of change-resisting (or enhancing) beliefs, socially constructed realities, values, professional traditions, norms, ways of thinking about and doing things, and language or jargon that is shared by members of an organization (Alvesson, 2002). It provides clues and guides that help employees understand what to expect, and what is expected of them (Ott and Baksh 2005). These clues and guides are often unspoken and unstated, but exert a powerful influence on employee behavior.

In order to change or influence the customer service culture at ITD it will be necessary first to identify it. That identification is much more about what an organization does and is perceived to be than what the organization says about itself. Once it is identified it will take a concerted effort, starting at the top of the organization and managed by it, to be successful.

During our initial meeting, the Customer Service Team discussed the present customer service philosophy of the department and its “requirement” to provide customer service. It was agreed that as a government agency, our customers are forced to use our products and service even if the delivery of those services may range from excellent to poor.

The Customer Service Team was tasked to establish a philosophy to support the mission and vision of the department.

*PHILOSOPHY:* The Idaho Transportation Department is dedicated to meeting or exceeding the expectations of our external and internal customers in an efficient, courteous and knowledgeable manner.

There are many areas where ITD is actively responding to customer needs and feedback. In these areas, ITD has an opportunity to build on the momentum of existing customer service initiatives. The Customer Service Team identified four customer service endeavors that exemplify proactive responses to customer input.

One, the Transportation Planning and Programming Division staff has diligently worked to make the Statewide Transportation Improvement Program (STIP) more customer friendly. The STIP is the department’s most notable document. Produced twice a year, this document outlines the transportation projects and programs for five fiscal years. This year, the Division created an interactive compact disk (CD) that enabled users to move freely through the document. The document is based on Adobe Acrobat. A copy of Adobe Acrobat Reader 8.0 was provided on the disk for those who needed the program or would like to upgrade their current version. In the future, the Division plans further enhancements by creating an interactive map page, better project information and descriptions with photos, and improvements to navigation within the CD.

In addition to meeting customer needs, the Division was able to save more than \$25,000 per year to the department while increasing its customer service quotient.

Other customer service activities that the Division is engaged in include redeveloping its web page to provide more information such as reports, maps and accessibility to applications. The web page contains a publications and guidance library where customers can access a variety of information and reports generated by the department. The Division has also created an ITD Map Book that allows users to download and reproduce various maps. This book was in response to the large number of map requests the Division and Districts receive annually.

Two, ITD has increased involvement of stakeholders, such as private citizens, businesses, and municipalities in the development of ITD transportation projects. ITD's goal is to obtain public involvement in reaching decisions, by creating opportunities for two-way communication aimed at incorporating stakeholders' perspectives and concerns into the decision-making process. ITD's public involvement philosophy can be summed up in three key words: integrated, early and often. To meet both the project and stakeholders needs, ITD encourages public involvement planning and documentation that meets all three criteria.

This two-way communication with ITD's customers is essential in the development of transportation projects, as outlined in the National Environmental Protection Act (NEPA). The Department makes every effort to involve stakeholders in a meaningful way at the beginning of the environmental process, and throughout the development and design of highway projects.

Three, in November 2005, in response to the needs of ITD's customers, the Traveler Services website and 511 phone system was launched to replace the 888-IDA-ROAD telephone road condition report, which was only updated four times a day. The improved traveler services system is a public service of ITD providing Idaho transportation customers with access to information concerning road conditions, traffic incidents, roadwork, weather and tourism information via the telephone or internet, 24 hours a day and seven days a week.



ITD continues to make improvements to the website and 511 telephone systems, by providing opportunities for customers to give feedback and using their input to identify where improvements are needed.

Four, the Division of Motor Vehicles has an established customer service track record spanning the last quarter century. After the Division transferred to ITD from the Department of Law Enforcement (Idaho State Police) in 1982, the focus shifted from legal compliance to customer convenience. While requirements must still be satisfied, division staff are trained to view transactions from the customer's perspective, and to attempt to find a way to satisfy customer requests without causing unnecessary inconvenience to the customer.

For example, when issuing titles for motor vehicles, instead of routinely rejecting an application that does not directly comply with exact requirements, as was the case in 1982, staff are trained and directed to strive to find a way to accept the application. This means an application will be processed if other information contained in the documentation satisfies the intent of law. This also means when there is conflicting information on an application; staff will often make a phone call to obtain clarification to resolve the discrepancy rather than sending a rejection letter to obtain this information.

Though DMV's customers have seen dramatic improvement in service and convenience over the past 25 years, efforts in this area continue with the development of a modernized title and registration system that, when implemented, will increase transaction efficiencies, resulting in improved services and reduced wait times.

In addition, all DMV employees are trained to assist customers by helping them navigate the title registration process and avoid, unless it is absolutely necessary, making a second trip to the DMV.

While efforts to improve customer service continue, and a limited sampling of feedback received from customers indicates they are largely pleased with the service they have received, consistent measurable feedback from customers is insufficient to truly gauge

overall satisfaction of ITD's customer population. Additionally, in some cases, those who serve customers are aware they are lacking in proper tools to optimize customer service delivery. For example, those who serve customers by telephone realize the lack of a modern and efficient telephone system is hindering the ability to serve these customers.

The Customer Service Team believes ITD's customer service culture will improve if the following themes are implemented and the ensuing steps adhered to.

## **CUSTOMER SERVICE GOALS**

The Customer Service Team has identified two goals that detail the approach the department will use to improve the customer service “value” and refine our “customer service culture”. These goals are:

- Goal 1:* Ensure public trust and confidence.
- Goal 2:* Be viewed as credible and satisfaction-oriented.

## **OBJECTIVES, STRATEGIES and STEPS**

***Objective 1: Assess customer satisfaction with current product and service delivery experience and determine necessary improvements.***

**Strategy 1: Identify current ITD customers, products and services.**

- Step 1: Establish a cross functional working group to research and prepare a final report identifying ITD's customers, products and services.
- Step 2: Assess ITD's current and future customers both internal and external.
- Step 3: Identify the current processes by which customers can provide feedback.

**Strategy 2: Assess current internal and external customer satisfaction with existing products and services.**

- Step 1: Identify appropriate data gathering methods and tools to obtain customer input.

Step 2: Gather data on external and internal customer service delivery.

**Strategy 3: Identify needed improvements.**

Step 1: Examine industry-wide (public and private sector) customer service best practices.

Step 2: Prepare and conduct a gap analysis utilizing the data gathered.

**Strategy 4: Develop a communications plan to disseminate findings and recommendations.**

Step 1: Create a change management plan.

Step 2: Produce and distribute a *Customer Service Guidebook* to all management personnel.

Step 3: Identify department-wide training needs.

**Strategy 5: Review and reassess ITD's customer service.**

Step 1: Review and reassess the feedback process and make needed changes.

Step 2: Gather new data and review and reassess needed improvements biennially.

Step 3: Review and reassess the *Guidebook* biennially.

**Strategy 6: Share findings and recommendations with partners.**

Step 1: Share findings and recommendations.

***Objective 2: Develop a practical ITD customer service change management and delivery plan.***

**Strategy 1: Obtain leadership commitment.**

Step 1: Communicate to the Executive Team the findings of the gap analysis.

Step 2: Obtain Executive Team endorsement of the customer service *Guidebook* and the change management plan.

Step 3: Train department leadership on customer service functions, responsibilities and performance measures.

Step 4: Commit needed resources to enable staff to make changes to the way we do business.

Step 5: Incorporate customer service expectations into performance plans and evaluations.

**Strategy 2: Relay customer service expectations to employees.**

- Step 1: Ensure that employees are informed of the progress of the customer service initiative.
- Step 2: Train employees on customer service functions, responsibilities and performance measures.
- Step 3: Identify potential incentives.

**Strategy 3: Continue to educate and train.**

- Step 1: Train all managers (through a “train the trainer” program) to convey customer service expectations to their subordinates.
- Step 2: Distribute updates of the customer service *Guidebook* to all ITD employees.
- Step 3: Incorporate the customer service philosophy into the hiring process.

**CUSTOMER SERVICE**

<b>OBJECTIVE 1: Assess customer experience with current product and service delivery and determine necessary improvements.</b>				
<b>Strategy 1: Identify current ITD customers, products and services.</b>				
<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho’s transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)  <b><i>Note: we are thinking zero to three and three to five years out.</i></b>
Step 1: Establish a cross functional working group who will research and prepare a final report identifying ITD’s customers, products and services.	Strategic Planning Team establishes working group. Representatives from each division should be included. We recommend that the core group include members from at least Motor Vehicles, Highways (HQ	The Strategic Planning Team establishes the working group herein after referred to as “working group” or “WG”.  Each team member should expect a time commitment of up to 20	A Working Group (WG).	Due by January 2009.

	and Districts), Planning, Human Resource Development, and Office of Communications (HQ).	hours per month while main project is active.		
Step 2: Assess ITD's current and future customers both internal and external.	WG.	The WG will research and prepare an assessment report identifying ITD's customers, products and services.	An assessment report identifying ITD's internal and external customers, products and services.	Assessment due by March 2009.
Step 3: Identify the current processes by which customers can provide feedback.	WG.	Document the current processes by which customers provide feedback, and prepare a report.	A report of current customer feedback opportunities.	Report due by March 2009.

**OBJECTIVE 1 Assess customer experience with current product and service delivery and determine necessary improvements.**

**Strategy 2: Assess current internal and external customer satisfaction with existing products and services.**

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)  <i><b>Note: we are thinking zero to three and three to five years out.</b></i>
Step 1: Identify appropriate data gathering methods and tools to obtain customer input.	WG, including internal and external resources identified by the WG (i.e., Research Section, universities, consultants).	Identify current methods and tools used at ITD to obtain customer input. Identify and evaluate other appropriate data gathering methods and tools.	A report that identifies the methods and tools currently used to obtain customer input, and recommends other methods and tools to utilize.	Draft report due by May 2009.

Step 2: Gather data on external and internal customer service delivery.	Resources identified by WG.	Assess external and internal customer service delivery processes.	A report assessing current customer service delivery and products.	Survey report due by November 2009.
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**OBJECTIVE 1: Assess customer experience with current product and service delivery and determine necessary improvements.**

**Strategy 3: Identify needed improvements.**

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)  <i><b>Note: we are thinking zero to three and three to five years out.</b></i>
Step 1: Examine industry-wide (public and private sector) customer service best practices.	WG, and their identified resources.	Examine industry-wide (public and private sector) customer service best practices.	Report addressing industry-wide (public and private sector) customer service best practices.	Report due by June 2009.
Step 2: Prepare and conduct a gap analysis utilizing the data gathered.	WG, and their identified resources.	Prepare and conduct a gap analysis utilizing the data gathered.	Gap analysis report that establishes best practice benchmarks and performance measures identifies where current customer service performance fails to achieve these benchmarks, and includes prioritized recommendations for how to close the gap.	Report due by January 2010.  Costs: Data gathering and analysis - possible consultant, use of university students, interns; includes cost of gathering data in Objective 1, Strategy 2, Step 2 - \$10,000

**OBJECTIVE 1: Assess customer experience with current product and service delivery and determine necessary improvements.**

**Strategy 4: Develop a communications plan to disseminate findings and recommendations.**

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)  <i><b>Note: we are thinking zero to three and three to five years out.</b></i>
Step 1: Create a change management plan.	WG, and their identified resources.	Produce change management plan.	A change management plan for distribution.	Plan due by April 2010.
Step 2: Produce and distribute a customer service guidebook to all management personnel.	WG, and their identified resources.	Produce <i>Customer Service Guidebook</i> .	A <i>Customer Service Guidebook</i> for management distribution.	<i>Guidebook</i> due by June 2010. Printing costs: \$5,000 per year
Step 3: Identify department-wide training needs.	WG, in conjunction with Human Resource Development (HRD).	Use gap analysis to develop training program.	Training program.	Training program due by September 2010.

**OBJECTIVE 1: Assess customer experience with current product and service delivery and determine necessary improvements.**

**Strategy 5: Review and reassess ITD's customer service.**

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)  <i><b>Note: we are thinking zero to three and three to five years out.</b></i>
Step 1: Review and reassess the feedback process and make	Executive Team and WG.	Reassess feedback process for changes.	Updated customer feedback report redistributed.	On-going, not less than biennially.

needed changes.				
Step 2: Gather new data and review and reassess needed customer service improvements biennially.	Customer Service Coordinator (CSC) – ITD employee on temporary special assignment; position to be evaluated after a year.	Reassess needed improvements for changes.	Updated gap analysis report redistributed.	On-going, not less than biennially.  Costs: Biennial data gathering and gap analysis - \$10,000. Fund ongoing CSC position - annual salary cost.
Step 3: Review and reassess the <i>Guidebook</i> biennially.	CSC.	Reassess guidebook for changes.	Updated <i>Customer Service Guidebook</i> redistributed.	On-going, not less than biennially.

**OBJECTIVE 1: Assess customer experience with current product and service delivery and determine necessary improvements.**

**Strategy 6: Share findings and recommendations with partners.**

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)  <b><i>Note: we are thinking zero to three and three to five years out</i></b>
Step 1: Share findings and recommendations.	WG and CSC.  Division Administrators and District Engineers will determine appropriate staff to work with CSC.	Identify appropriate staff to share findings and recommendations with staff and external partners.  Appropriate staff will determine most effective verbal and written means to communicate with partners.  CSC will coordinate and	Informed staff and external partners.	Provide information as findings are available.  Share findings of final report beginning in June 2010.  On-going.



		assist divisions and districts.		Printing costs: \$5,000
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**OBJECTIVE 2: Develop a practical ITD customer service change management and delivery plan.**

**Strategy 1: Obtain leadership commitment.**

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)  <i><b>Note: we are thinking zero to three and three to five years out.</b></i>
Step 1: Communicate to the Executive Team the findings of the gap analysis.	WG and CSC.	Prepare a PowerPoint presentation.	Executive summary, full report and presentation to Executive Team.	Due by February 2010.
Step 2: Obtain Executive Team endorsement of the <i>Customer Service Guidebook</i> and the change management plan.	WG (CSC is recommended to be included) and Executive Team.	Obtain Executive Team endorsement of the customer service guidebook.	Approved and endorsed customer service guidebook.	Due by Many 2010.
Step 3: Train department leadership on customer service functions, responsibilities and performance measures.	HRD and CSC.	Develop "train-the-trainer" program.	Leadership knows, understands, and can train staff.	Due by October 2010.  Costs: Video training costs \$1,000

Step 4: Commit needed resources to enable staff to make changes to the way we do business.	Executive Team.	Appoint Working Group.	Working Group.	Due by January 2009.
		Commit a budget (consultant fees, training, printing, travel, etc.).	Budget.	Due by March 2009. Costs: Fund needed fees for consultants, interns, travel, printing, and employment.
		Hire or designate a full time CSC to be supervised by the OC Manager.	Newly created CSC position.	Due by January 2009. Costs: Fund ongoing CSC position. Annual salary cost.
		Incorporate switchboard operator into OC to work with the CSC.	Switchboard operator incorporated into OC.  Any additional resources as necessary.	Due by January 2009. Costs: Fund ongoing Switchboard Operator position. Annual salary cost.  On-going
Step 5: Incorporate customer service expectations into performance plans and evaluations.	Human Resource Services (HRS), Administrators, District Engineers, Section Managers, and Supervisors.	Incorporate customer service performance measures into performance evaluation system.	Revised performance plans/evaluations that incorporate customer service performance measures.	Due by January 2011.

<b>OBJECTIVE 2: Develop a practical ITD customer service change management and delivery plan.</b> <b>Strategy 2: Relay customer service expectations to employees.</b>				
Needed Actions	Communities Involved (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's	Responsibility of Each Partner Involved in a Step in Carrying Out that Step (Lead, on ground workforce, provider of equipment, etc.)	Intended Output Defined as Specifically as Possible (Document, procedure or step completed, project, etc.)	Timeline or Period and Estimated Completion Date (Specific date, if possible)  <i>Note: we are thinking zero to three and three</i>

	transportation assets.)			<b>to five years out.</b>
Step 1: Ensure that employees are informed of the progress of the customer service initiative.	WG, Executive Team, District Engineers, Section Managers, and CSC.	Use internal communication methods already in place (i.e. Transporter, e-mail, staff meetings, web page).	Employees informed of progress of customer service initiative.	Begin January 2009, and on-going.
Step 2: Train employees on customer service functions, responsibilities and performance measures.	Executive Team, District Engineers, Section Managers, Supervisors, and CSC.	Hold a series of training sessions to inform and train employees.	Employees understand their role and responsibility in fostering a customer service oriented environment within the Department.	Due by January 2011.  Costs for travel: \$5,000
Step 3: Identify potential incentives.	WG, Executive Team, and HRS.	Develop an effective incentive program with an appropriate budget that recognizes and rewards employees who demonstrate exemplary customer service.	Incentive program and budget.	Due by January 2011.  Costs: Employee recognition program - \$10,000 annually.

**OBJECTIVE 2: Develop a practical ITD customer service change management and delivery plan.**

**Strategy 3: Continue to educate and train.**

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)  <b><i>Note: we are thinking zero to three and three to five years out.</i></b>
Step 1: Train all managers (through a "train the trainer" program) to convey customer service expectations to their subordinates.	HRD, Executive Team, District Engineers, Section Managers, Supervisors, and CSC.	Deliver and re-evaluate the "train-the-trainer" program.	Leadership knows, understands, and can train staff.	On-going.  Costs for travel: \$16,000 first year, \$8,000 each year thereafter.

Step 2: Distribute updates of the <i>Customer Service Guidebook</i> to all ITD employees.	CSC.	Re-produce <i>Guidebook</i> .	Reproduced <i>Guidebook</i> .	On-going.  Printing costs: \$5,000.
Step 3: Incorporate the customer service philosophy into the hiring process.	HRS, Executive Team, District Engineers, Section Managers, and Supervisors.	Add customer service as one of the qualifications for hiring and incorporate guidebook into new employee orientation.	Customer service philosophy incorporated into hiring process and employee orientation.	Begin January 2011, and on-going.

## CONCLUSION

Customer service is more often associated with private sector businesses, but it is critical to the true success of any public sector entity, including ITD. Though various business areas within ITD already have a tradition of valuing both external and internal customers, more extensive customer feedback is necessary to gauge true customer satisfaction with product and service delivery in these areas and throughout the department. Only by identifying who ITD's customers are for each product and service, gathering appropriate data to identify the current level of customer satisfaction, conducting gap analyses, and identifying strategies to close any gaps can the department be truly successful.

The action plan created by the Customer Service Team puts forth a blueprint for developing a customer service culture that rivals those found in the most successful private sector businesses. Creation of a customer service coordinator position and a customer service working group are vital components of this plan. Support by ITD management in a "top down" approach, together with customer service training for all staff, and the equipping of staff with necessary tools to deliver their products and services will be keys to establishing this culture. Sharing this plan with partners and obtaining their consensus will also be important, especially with those who serve as the department's agents.

Once efforts to implement best practices are in place, continued monitoring of customer satisfaction together with regular review and revision of the action plan will be critical in sustaining ITD's success in meeting or exceeding expectations of our internal and external customers. Through these actions, ITD can perpetuate a model customer service culture.

#### *Customer Service Team*

*Sponsor: Alan Frew, Administrator, Division of Motor Vehicles*

*Members: Alison Lantz, Division of Highways  
Amy Smith, Division of Motor Vehicles  
Barbara Babic, District One  
Ken Angell, Human Resource Development  
Mike Pape, Division of Aeronautics  
Sonna Lynn Fernandez, Division of Transportation Planning & Programming*

*Team Leader: Barry Takeuchi, Division of Motor Vehicles*

*Facilitator: Jim Phillips, Human Resource Development*

*Scribe: Elise Rising, Division of Motor Vehicles*

## EXPANDING AND ENHANCING PARTNERSHIPS

## STRATEGIC PLANNING

### EXPANDING AND ENHANCING PARTNERSHIPS ACTION PLAN

**Background:** In 2007, ITD Director Pam Lowe established a strategic planning team and charged them with updating the department's mission, vision, and strategic plan. The goal of this effort was to clearly articulate key focus areas within the department to help guide staff. The department subsequently adopted the following mission and vision statements.

**Mission:** *Our mission. Your mobility.*

**Vision:** *We will be an industry leader in providing transportation systems and services that are safe, efficient, promote economic vitality, and use innovative technology. We will achieve quality through:*

- *Investing in our people*
- *Expanding and Enhancing Partnerships*
- *Leading through agency performance; and*
- *Improving our customer service culture*

Following adoption of the mission and vision statements, four separate work groups were established. These groups were tasked with developing action plans for the four focus areas specified in the vision statement. This document outlines an action plan for one of these focus areas -- expanding and enhancing partnerships.

**Need:** ITD exists in an environment that requires regular interaction with a wide range of agencies and stakeholder groups. These entities include, but are not limited to, FHWA, counties, cities, local highway districts, tribes, MPOs, other state agencies, developers, construction and engineering contractors, and citizen groups. The department's ability to accomplish its mission and vision depends to a large degree on its success in working with others.

**Definition:** Partnerships involve collaborative teamwork to achieve measurable results through agreements and productive working relationships

**Philosophy:** ITD recognizes the importance of working collaboratively with other agencies and stakeholder groups (both internal and external) to meet the transportation needs of Idaho's citizens, and is dedicated to building effective partnerships that enhance the department's ability to provide a safe, reliable, and efficient multi-modal transportation system for the citizens of Idaho.

**Goals:** Four goals related to expanding and enhancing partnerships were identified:

1. Enhance existing partnerships to improve efficiency and customer service.
2. Demonstrate Industry Leadership Through Partnerships
3. Expand use of partnerships to broaden cooperation with other agencies and stakeholders (both internal and external).
4. Make effective use of partnerships to leverage limited resources to meet Idaho's transportation needs.

### **Action Plan to Achieve ITD's Partnership Goals**

This document outlines recommended action steps to help the department strengthen and expand its use of partnerships.

**Leadership:** It is recommended that work groups will be established by the cross-functional oversight group identified in the following paragraph. Work groups (WG) will have the responsibility to identify partnership action plans. The work groups should include section managers, supervisors and members with similar responsibilities from entities other than the Idaho Transportation Department. It is also recommended that a cross-functional oversight group (OSG) will be established to "champion" the identified partnership action plans. The oversight group should include: representatives from each division within ITD, and be comprised of two division administrators, three headquarters section managers, and one district engineer. Oversight group members will serve rotating two-year terms.



## **Goal 1: Enhance existing partnerships to improve efficiency and customer service**

### **Objective 1: Assess internal and external satisfaction with current partnerships**

- Strategy** Inventory ITD's current partnerships and identify key contacts for each **(completed but will need updated by WG)**
- Strategy** Conduct a survey to gather input on the level of satisfaction with existing partnerships **(OSG, 5-09)**
- Strategy** Analyze survey results to rate overall satisfaction with ITD partnerships and identify where existing partnerships can be improved **(OSG, 8-09)**

### **Objective 2: Conduct best practices study, perform gap analysis, and identify needed improvements**

- Strategy** Determine partnership best practices by:
  - Identifying characteristics that contribute to the success of a sample of effective ITD partnerships **(WG, 5-09)**
  - Gathering information from literature and other states on best practices for encouraging effective partnerships (e.g. communication processes/decision-making authority, ways of involving stakeholders, etc.) **(WG, 5-09)**
- Strategy** Develop assessment tool that staff can use to compare current partnerships with best practices **(WG, 5-10)**
- Strategy** Coordinate gap analysis of ITD partnerships using assessment tool **(WG, 5-10)**
- Strategy** Review action steps generated through bottom-up feedback from Divisions and Sections (requested in Memorandum #12) **(WG, 5-09)**
- Strategy** Identify and prioritize needed improvements **(OSG, 5-09)**

### **Objective 3: Share findings and recommendations within ITD staff and with our partners**

- Strategy** Communicate findings of survey and gap analysis to the Executive team and obtain support for priority actions **(OSG, 11-09)**
- Strategy** Implement priority items to enhance existing partnerships **(Exec. Team, 11-09)**
- Strategy** Communicate results to staff and stakeholders **(Exec. Team, 11-09)**

#### **Objective 4: Establish a process to regularly review and reassess ITD partnerships**

- Strategy** Conduct follow-up surveys every 2 to 3 years to assess satisfaction (**OSG, as needed**)
- Strategy** Compare results with the results of previous surveys (**OSG, as needed**)
- Strategy** Identify problem areas and work with appropriate staff to develop action plan to make needed improvements (**OSG, as needed**)
- Strategy** Share results with ITD management and external partners **OSG, as needed**)

#### **Goal 2: Demonstrate partnerships industry leadership**

##### **Objective 1: Use partnerships to keep current with industry trends and innovative practices**

- Strategy** Solicit input from staff and stakeholders to identify key partnerships that can help ITD in these areas (**OSG, 5-09**)
- Strategy** Identify priority partnerships and determine appropriate ITD involvement (**WG, 5-09**)
- Strategy** Seek Executive Team support for partnership activities (**OSG, 1-09**)
- Strategy** Communicate results to management and staff as appropriate (**OSG, as needed**)

##### **Objective 2: Implement best practices through partnerships**

- Strategy** Identify examples in which ITD has shown leadership in developing services or implementing best practices (e.g., development of IMAP, implementation of Practical Design, etc.) (**WG, 5-09**)
- Strategy** Communicate information on successful ITD leadership efforts in implementation of best practices to staff (**WG, 5-09**)
- Strategy** Seek input from staff and partners to identify new opportunities for ITD to lead in developing and adopting best practices and innovative practices (**WG, 5-09**)
- Strategy** Develop strategies for implementation (**WG, 5-09**)
- Strategy** Implement and evaluate (**Exec. Team, 8-09**)

**Objective 3: Establish and enhance partnerships as part of the ITD culture**

- Strategy** Develop A and B Policies to encourage regular use of partnerships **(DRAFT complete)**
- Strategy** Develop a guidebook that staff can use when building new partnerships **(WG, 1-10)**
- Strategy** Identify training needs and offer training on partnership building **(WG, 8-09)**

**Goal 3: Expand use of partnerships to broaden cooperation with other agencies and stakeholders**

**Objective 1: Using input from ITD staff and partners, identify potential new partnerships**

- Strategy** Solicit input on potentially beneficial new partnerships and new ways to work with partners through survey of ITD staff and partners **(OSG, 5-09)**
- Strategy** Review bottom-up feedback from Divisions and Sections (requested in Memorandum #12) **(OSG, 5-09)**
- Strategy** Identify priorities for new partnership efforts **(OSG, 6-09)**

**Objective 2: Gather information from other states on their use of partnerships and identify areas that we might emulate.**

- Strategy** Conduct survey of other state DOTs through AASHTO Research Advisory Committee listserv to obtain information regarding:
  - Approaches to the use of partnerships **(OSG, 8-09)**
  - Identify steps taken/processes used when establishing partnerships **(WG, 11-09)**
  - Methods used to involve stakeholders/partners **(WG, 11-09)**
  - Key partnerships **WG, 11-09)**

**Goal 4: Make effective use of partnerships to leverage limited resources to meet Idaho's transportation needs.**

**Objective 1: Identify how partnerships have been used to share costs, obtain in-kind services, and shared facilities.**

- Strategy** Identify examples of current ITD partnerships that enhance our efficiency or help leverage our limited resources – including public-private partnerships **(WG, 8-09)**
- Strategy** Communicate information about these partnerships to staff and stakeholders **(OSG, 10-09)**

**Strategy** Solicit input on how similar partnerships could be used to leverage resources in other areas **(WG, 3-10)**

**Strategy** Develop and carry out action steps to implement partnerships as appropriate **(Exec. Team, on-going)**

**Objective 2: Expand use of public-private partnerships to enhance resources and services**

**Strategy** Investigate use of public - private partnerships in other states **(WG, 10-09)**

**Strategy** Identify opportunities for new types of public-private partnerships and develop recommendations for how they might be used in Idaho. **(WG, 10-09)**

**Strategy** Gather information about these partnerships including: **(WG, 10-09)**

- Legal provisions,
- Specifics of how and when used,
- Impact/potential to leverage resources for transportation needs

**Strategy** Develop recommendations and present them to Executive Team **(OSG, 11-09)**

**Strategy** Develop draft legislation, sample legal agreements, and other items necessary to proceed with adoption of public-private partnership options as directed by Executive Team **(OSG, on-going)**

**Strategy** Develop guidance and training and present to staff as appropriate **(OSG/WG, on-going)**

### Partnership Culture

It is the policy and priority of the Board to use and establish partnerships in ITD. In order to keep dynamic and ongoing partnering leadership, a team was established through the strategic planning effort to develop an action plan to further the Department's use of partnerships both internal and external to provide an efficient, safe, cost effective multi-modal transportation system for all users.

This policy establishes a Partnering Leadership Oversight Group (PLOG) whose charge is implementation, maintenance and enhancement of the action plan. The PLOG membership will be comprised of two division administrators, four section managers, and one District Engineer with no more than two members serving at the same time from the same division. The members will serve a two year rotating term with all six divisions represented at all times.

The PLOG is authorized to establish department working groups to carry out the activities identified in the action plan. External partners will be identified by these working groups and asked to participate as needed.

In order to ensure that this effort is supported, an ongoing budget item will be established by the Budget Council.

The PLOG will report partnership activity, at a minimum of annually, to the Board.

\_\_\_\_\_  
PAMELA K. LOWE  
Director

Date \_\_\_\_\_

This Policy based on:

- Decision by the Board

Department-wide supervision and coordination assigned to:

Direction of activity and results delegated to:

Department procedures contained in:

## Partnership Culture

The Idaho Transportation Board recognizes the importance of working collaboratively with other agencies and stakeholder groups to meet the transportation needs of Idaho's citizens.

It is the intent of the Board that all ITD employees utilize effective partnerships both internally and externally.

In order to establish this culture within ITD, the Director shall:

- Establish policies
- Maximize utilization of any necessary agency resources
- Investigate the legality of private/public partnerships for major expansion projects.

Partnership activity will be reported to the Board annually.

Approved by the Board on:

\_\_\_\_\_  
DARRELL V. MANNING  
Board Chairman

Date \_\_\_\_\_

This Policy based on:

- Decision by the Board

Implemented by Administrative Policy:

- A-??-??, PARTNERSHIP CULTURE

Cross-reference to related Board Policies:

## INVESTING IN OUR PEOPLE

**INVESTING IN OUR PEOPLE  
WORKFORCE INVESTMENT TEAM ACTION PLAN  
(last update December 1, 2008)**

**GOAL 1: Establish, implement and sustain a set of organizational and cultural values that define the Idaho Transportation Department -- who we are and who we want to be.**

**Objective One:** Revisit and reaffirm 2001 values statements<sup>1</sup> and incorporate additional values that reflect current cultural needs and expectations. (Since adoption of these values statements, the executive team has completely changed with the exception of one member.)

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)
Tactic 1: Hold a facilitated executive team workshop to review and (re)establish the leadership organizational and cultural values.	Executive Team  Board  HR Manager	Attend and participate  Optional attendance  Design meeting, lead discussion and summarize results	A document that states the organizational and cultural values	1 July, 2008
<b>Status</b>	<b>Presented to Exec team. Discussion of values to take place in December staff meetings throughout ITD. Publish in Transporter and Intranet in January.</b>			
Tactic 2: Publish values document for the benefit of existing and potential employees of ITD.	Director  Office of Communications	Sign the letter  Put into reader friendly format and publish by various means	Director letter endorsing the values document  Wide dissemination of document	January 2009

<sup>1</sup> Idaho Transportation Department Strategic Plan FY 2001  
2009 Strategic Plan – Updated February 24, 2009



**GOAL 1: Establish, implement and sustain a set of organizational and cultural values that define the Idaho Transportation Department -- who we are and who we want to be.**

**Objective Two:** Assess employee's perception of how well ITD's actual organizational and cultural values compare to the desired organizational and cultural values.

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)
Tactic 1: Contract with an external consultant to develop and provide the most effective assessment mechanism(s).	Oasis Consulting  HR Manager. & Training Manager.	Provide on-line assessment tool and 360 feedback results  Serve as resources to consultant. Shadow consultants to learn to provide future assessments.	A contract to conduct employee survey  Knowledge of assessment tool and gain ability to apply tool in ITD for future surveys.	October 2008 – February 2009  October 2010
Cost	\$36,000			
<b>Status</b>	<b>Survey distributed November 13. Survey ends December 12, 2008.</b>			
Tactic2: Conduct assessment and identify differences between actual and desired values and current condition of organizational health.	Oasis Consulting	Analyze findings	Report and recommendations to Director  Baseline measure established.	November 2008 – February 2009
Tactic 4: Report findings to Executive Team.	Oasis Consulting	Present findings	"Next step" recommendations for action plan to close gap	January 2009
<b>Status</b>	<b>Meeting set for January 5 to brief Exec's</b>			

**GOAL 1: Establish, implement and sustain a set of organizational and cultural values that define the Idaho Transportation Department -- who we are and who we want to be.**

**Objective Three:** Establish a change management plan that addresses the technical competencies and behavioral aspects necessary to achieve and maintain the desired organizational and cultural values.

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)  <i><b>Note: we are thinking three to four years out</b></i>
Tactic 1: Publish assessment findings from Objective 2 for the benefit of the employees of ITD.	Office of Communications	Determine best communications to convey findings to employees	Wide spread dissemination of information	January 2009 – February 2009
Tactic 2: Conduct a series of employee meetings to discuss and promote organizational values.	Division Administrators/DEs	Present to division and district staff, coordinate meetings	Discuss and promote organizational values	March 2009 – May 2009
	DIR, DDIR	Attend division/district meetings	Employees receive a personal copy of the values statement	January 2009
	HR representative	Facilitate and support, answer questions		March 2009 – May 2009
Tactic 3: Each division review existing policies and procedures and revise as necessary to align them with desired values.	Division Administrator	Lead- ultimate responsibility	Revised policies, procedures, manual changes	March 2009- May 2009
			Report Status to Executive Team	June, 2009
Tactic 4: Revise employee performance	HR Manager and Staff	Lead	Revised performance management system	March 2009 – July 2009

management system, including performance plan, coaching and performance evaluation to align with desired values.				
Tactic 5: Employ an annual feedback loop for continuously evaluating values and organizational climate and outcomes resulting from objectives 1 through 3.	Division Administrators/ District Management  HR Staff  Employees	Lead  Support for feedback loop  Feedback providers participate in determined procedure steps	Feedback loop process	October 2010

## GOAL 2: Be An Employer of Choice

**Objective One:** Increase awareness of ITD as a competitive employer with a reputation that attracts a talented and diverse workforce.

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)
Tactic 1: Develop and implement a branding and marketing strategy.	Executive Team  HR Staff	Define ITD image -slogan (Our Mission – Your Mobility)  Incorporate image on recruitment documents, career displays	Description of who we are—the image  Consistent image on printed recruitment materials and recruitment display	October 2008 – April 2009
Cost	\$10,000			
<b>Status</b>	<b>Prototype recruitment brochure developed. Partnering with DHR to identify brand – DHR has put team on hold due to change in economic conditions.</b>			

Tactic 2: Educate legislature, CEC, Senate and House Human Resource Committees and DHR on workforce challenges which inhibits ITD's ability to be competitive.	ITD Director/Deputy Director	Provide legislators with key workforce challenge information	Consistent message and solid understanding of HR challenges facing ITD	14 April – 10 August, 2008
	ITD HR Manager	Provide technical input about impacts of workforce challenges on ability to attract and retain	Clear understanding of the need to be competitive and future focused	January – March 2009

## GOAL 2: Be An Employer of Choice

**Objective Two:** Expand recruiting and outreach that will enable ITD to hire the right person at the right time for the right place.

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)
Tactic 1: Develop a workforce plan.	ITD Managers	Determine future functional requirements for staffing based on strategic plan	Document of workforce needs	17 February – 3 August, 2009
	HR consultant	Interview managers to clarify job duties, staffing levels and skill sets required	Gap analysis of the present workforce to future needs and workforce plan	4 August – 26 October, 2009
Costs	\$30,000			
Tactic 2: Implement a succession planning process.	Executive Team HR	Review and adopt Provide technical support	Succession plan	27 October, 2009 – 18 January, 2010
Tactic 3: Promote a competitive and comprehensive	ITD Board	Lobby legislators	Support for competitive compensation	14 April, 2009

compensation package.	ITD Executive Team	Educate legislators, support compensation alternatives	Flexible compensation policies	
	HR Manager	Educate CEC	Support for competitive compensation	
	Compensation Specialist	Design and draft comp policies	New compensation policies	
	Recruiters and hiring managers	Sell ITD's total compensation package to attract potential employees	Expanded candidate pool	
<b>Status</b>	<b>A sub-team of the Comp team has drafted and proposed a merit pool program. Recruiters have created a list of potential applicant pools.</b>			
Tactic 4: Utilize flexible HR tools and best practice hiring techniques.	HR staff	Provide tools, strategy and technical assistance	Ability to hire better and faster	17 February, 2009 ongoing
	All ITD Managers and Supervisors	Willingness to try new approaches to recruitment and selection	Increased outreach	
<b>Status</b>	<b>Consolidated "group" interviewing done to get SE candidates early. On-the-spot contact with engineering applicants to grab them early via ATS system enhancements. Increased use of conditional offers. HR Tools Database project in beta testing (HR Mgr. has chaired the NCHRP team creating this product). Draft Selection Interviewing guidelines developed.</b>			

### GOAL 3: Create and Maintain a Positive Work Environment Where People Thrive

**Objective One:** Ensure workforce concerns are considered and included in decisions

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)
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	concern about Idaho's transportation assets.)			
Tactic 1: Align and integrate human resources management best practices into ITD's culture.	Director	Encourage and expect leadership to partner and consult with human resource staff to address workforce impacts.	Workforce impacts are considered and mitigated	1 July 2009
	HR Staff	Develop strategic plan to support alignment	HR practices are aligned with new culture	November 2008
Tactic 2: Establish a HR consultant model.	HR Mgr/Staff	Develop and present HR model draft to Exec Team		July 1, 2009 – July 1, 2010
	Director/Exec Team	Provide input for draft and review HR consultant model draft for approval.	Finalized and adopted HR consultant model	
Tactic 3: Develop an implementation plan for the consultant HR model	HR Section	Identify gap issues, develop action plan for implementing gap closures.	Finalized and adopted implementation plan	30 July - 26 August, 2010
	Executive Team	Approves implementation plan		
Cost:	\$50,000 and 1 fte			

### **GOAL 3: Create and Maintain a Positive Work Environment Where People Thrive**

**Objective Two:** Managers understand, willingly accept, model and encourage leadership behaviors which promote departmental values and view employees as an asset.

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)

Tactic 1: Instill expectations for managers through performance management system.	ITD Board  Executive Team  District engineers, section managers	Each partner includes the expectations on the performance plans of each of their subordinate managers.	Clear expectations for modeling departmental values are defined on each manager's performance plan	Within the next performance evaluation/planning cycle for each manager after July 2009.
Tactic 2: Establish a leadership development program.	HR Development Team       Executive Team	HR investigates successful programs that are available from other DOTs and the private sector.   Working together, the partners adapt and/or modify successful programs to suit ITD's needs	A comprehensive training program that presents the desired values and behaviors and demonstrates how to model and nurture them.	Beginning 27 October 2009 - 10 May, 2010
Costs	A consultant could be hired to assist HR in developing the synthesis of successful practices or in helping to put together the training program. Estimated cost for synthesis is \$10K-\$15K. Estimated cost for working with HR in developing the training program is \$30K-\$50K and approximately \$70,000 for a week-long training class delivered by an outside vendor OR add 1 fte for additional Organizational Development Specialist to HR staff (\$50,000 annually).			
<b>Status</b>	<b>HRD drafting a leadership development program. Components based on Tom DeCoster training modules and the "Gallop" top 12 survey areas.</b>			
Tactic 3. Administer a Leadership Styles Inventory Instrument	HR Development Team	Administer instrument, conduct orientations and coach individuals.	Identify individual leadership career potential and performance development opportunities	27 October, 2009 – 10 May, 2010, ongoing
Costs	The LSI, approximate cost \$6,000 for a hard copy, self-computation instrument. On-line instrument, including compiled, detailed report is more expensive.			

### **GOAL 3: Create and Maintain a Positive Work Environment Where People Thrive**

**Objective Three:** Employees understand, willingly accept and demonstrate behaviors which reflect departmental values.

<b>Needed Actions</b>	<b>Communities Involved (Communities are</b>	<b>Responsibility of Each Partner Involved in a</b>	<b>Intended Output Defined as Specifically</b>	<b>Timeline or Period and Estimated Completion</b>
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	defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Date</b> (Specific date, if possible)
Tactic 1: Incorporate values and behaviors into the performance management system.	HR Development  Managers/Supervisors	Provide Performance management training/ coaching for managers/ supervisors  Evaluate employees on the values and behaviors established	A change in the culture	March 2009 - July 2009
Costs	\$10,000			

### **GOAL 3: Create and Maintain a Positive Work Environment Where People Thrive**

**Objective Four:** Create a sense of employee value and belonging in the department.

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>Responsibility of Each Partner Involved in a Step in Carrying Out that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	<b>Intended Output Defined as Specifically as Possible</b> (Document, procedure or step completed, project, etc.)	<b>Timeline or Period and Estimated Completion Date</b> (Specific date, if possible)
Tactic 1: Establish Implementation Team(s)	Executive Team and HR Workforce Investment Team	Select team members based upon expertise.	Implementation Team is established	January 2009 – April 2009
<b>Status</b>	<b>HR has been assigned as the implementation team. The team will expand to others in the department depending upon the objective or tactic.</b>			
Tactic 2: Identify best	Implementation Team	Research, select and	A document outlining the	March 2009 – December



business practices based on Assessment of employees' needs, including work-life balance, flex time, telecommuting, work environment/supervisory alignment to values, etc.	and HR Staff  All Management	present solutions and practices that are best for ITD  Conduct staff needs assessment and synthesize	practices to be adopted by ITD approved by HR and Implementation Team  Summary submitted to HR and Implementation Team for change implementation	2009  July 2009
Tactic 3: Align HR policies and procedures with employees' needs through best business practices	HR Staff and Implementation Team  Executive Team  ITD Board	Update, revise, create new policies and procedures based on implementation plan of new best practices  Executive Team reviews recommendations, adopts those that are desired and presents final proposal to ITD Board. Approve	New and revised policies and procedures that reflect best practices promote the department values and provide a work environment where employees feel valued.	21 January – 9 June, 2009  10 June – 1 September, 2009  2 September – 29 September, 2009
Tactic 4: Assimilate new employees into ITD culture through innovative orientation and mentoring programs, etc.	HR Staff and All Management Personnel	HR Staff will provide initial overview of culture and ethics of ITD during orientation that will be reiterated and reinforced by All Management Personnel – Management Personnel will also assign mentor	New employees will begin their career with ITD knowing what the culture and ethical standards of the agency are and will work with their manager and a mentor that will exhibit and reinforce expected behaviors	17 February – 2 March, 2009, ongoing
<b>Status</b>	<b>HR staff has outlined a program framework for on-boarding program. Sub-team to be assigned to establish the program. Charter created. Team to form in March 2009</b>			
Tactic 5: Provide an understanding of all	HR Staff and All Management	HR Staff and All Management Staff will	Staff that is aware of exactly who they work	26 October , 2009, ongoing

aspects of the agency and inform employees of available career paths & opportunities throughout ITD.	Personnel	use a variety of methods to advise employees of available programs and opportunities for advancement	for and understands that there are multiple opportunities available for career guidance and advancement if desired	
Tactic 6: Provide opportunities for employee development that are not limited to a single career path	All Management Personnel  Implementation Team  HR Staff	Build in flexibility to participate in developmental opportunities. Provide a clearly articulated development plan.  Identify Best practices for career development.  Workforce development plan	Upwardly mobile workforce	26 October, 2009, ongoing
Tactic 7: Encourage employee involvement in community and ITD outreach programs.	HR Staff and All Management Personnel	HR Staff will provide updated listings of programs available to participate in and All Management Personnel will provide brief overview of community programs available during staff meetings	Staff that actively participates in programs within the communities in which they reside and work.  Community exposure resulting in a positive perception of ITD	14 April – 11 May, 2009, ongoing
Tactic 8: Provide equitable salaries for existing ITD employees.	Compensation Team  All Management Personnel	Recommend a pay plan  Collaborate with ITD's compensation specialist	Pay compression is reduced.	14 May, 2008, ongoing
<b>Status</b>	<b>Proposal for addressing compression completed.</b>			

### **GOAL 3: Create and Maintain a Positive Work Environment Where People Thrive**

**Objective Five:** Recognize and reward workplace excellence.

<b>Needed Actions</b>	<b>Communities Involved</b> (Communities are defined by ITD in their	<b>Responsibility of Each Partner Involved in a Step in Carrying Out</b>	<b>Intended Output Defined as Specifically as Possible</b>	<b>Timeline or Period and Estimated Completion Date</b>
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	vision as actors, associations, individuals, partners, agencies who have an interest in, or concern about Idaho's transportation assets.)	<b>that Step</b> (Lead, on ground workforce, provider of equipment, etc.)	(Document, procedure or step completed, project, etc.)	(Specific date, if possible)
Tactic 1: Research and adopt relevant best practices.	HR staff and Implementation Team  Executive Team		Formal program, including policy(ies) and/or procedure(s) that provide ITD adequate flexibility to effectively recognize and reward excellent accomplishments as well as performance, with dedicated budget if required.	12 May – 12 October, 2009
<b>Status</b>	<b>Draft charter complete. Team to be established in March 2009.</b>			

## **TEAM CHARTER**

### **EMPLOYEE REWARD AND RECOGNITION SUB-TEAM**

#### **Team Purpose**

To identify monetary and non-monetary employee reward and recognition program best practices appropriate to ITD's culture and budgetary constraints.

#### **Scope**

This sub-team of the Investing in Our People Team will research monetary and non-monetary employee reward and recognition best practices, pros and cons of such a program, provide data on feasibility and return on investment measures, and make recommendations to the team sponsor no later than October 30, 2009. The recommended strategies of the rewards and recognition should be aimed toward reinforcing efforts related to supporting and furthering the focus areas of: Customer Service, Partnering, Agency Performance, and the department's values.

#### **Team Composition**

Division and District representation to be determined

Office of Communications – Mel Coulter

HR representative – Michelle George

#### **Team Operations**

The team will use a facilitator for all meetings; use a structured decision making approach and use the "Gradients of Agreement" tool to reach consensus on decisions.

The team will take minutes at all meetings, finalize the minutes, distribute to all team members for concurrence and keep a formal record for historical purposes.

The team member's section/district is responsible for the cost of any travel and per diem to attend team meetings. The use of video conferencing may be used as an alternative to travel.

The team will make written recommendations to the Human Resource Services Manager. All recommendations will be carried from the team sponsor and the Employee Reward and Recognition team leader to the Investigating in Our People team for review and consideration. Any recommendations approved by the Investing in Our People Team will be brought to the Strategic Planning Team for review and adoption.

### **Foundational Documents for Team Use**

- Investing in Our People goals and actions document
- Strategic Planning documents regarding the department's four focus areas
- ITD's Values document

### **Team Sponsor**

Human Resource Services Manager

### **Expected Results/Outcomes**

Provide team sponsor with a set of recommendations of selected recognition and reward strategies appropriate for ITD, the feasibility and wisdom of whether to engage in a formal program and include budgetary and other resource requirements, both human and financial, as appropriate to recommendation.

**ON-BOARDING**  
**BEST PRACTICE SUMMARY**  
**November 2008**

On boarding should be a process that involves more than a brief day of forms and introductions. It should also be inclusive of all employees including full-time, part-time, temporary and contractors. The reason is to create an environment where employees are vested in the goals and mission of the organization and to avoid the great expense of high turn-over rate.

Here are some suggestions:

- Staff should be informed of the new hire, their title, responsibilities and the start date.
- The workspace should be fully functional ahead of time. It should include furniture (desk etc.), telephone with directories and easy usage directions, computer and email account set up and supplies. Access such as badges, keys and other clearances needed should be set up on the first day if not before, in anticipation.

**The first day:**

- Filling out of necessary forms is unavoidable however; this can be tedious and should be as brief as possible. Making the first day more social and informal was advised by all the sources I found.
- An organizational-wide email can be sent out announcing the employees name, title, phone extension and location.
- The supervisor should be available to personally welcome the new hire on the first day and the department staff should be organized to greet the person. It was noted in one source that we will often celebrate the retiring or leaving of an individual but it would also be a benefit to provide a type of celebration/welcoming of new employees. This goodwill provides a sense of belonging and inclusion-a great way to start. Maybe a coffee and pastry meet and greet within the department?

**Mentoring:**

A mentor can be assigned (ahead of time so that they may prepare). On the first day they should introduce the new hire to the people in the department where they will work. Other introductions should take place slowly over the next week so as to not overwhelm and make the process pointless.

- They should make sure the employee has everything they need and answer questions or direct them to the source. Ideally the mentor can help the person with getting familiar with their new responsibilities.
- The mentor might be able to provide a technology orientation: how to use the phones, copiers and other equipment.
- They should also provide a description of the department homepage/intranet.

**What should be provided:**

- The employee should be given an organization chart with titles and contact information.
- They should also have a written description of their title, job description, goals and expectations.
- Samples of the most common documents they will be required to fill or use should be available.
- A list of FAQs could be compiled and given that would include information of daily culture such as office policies pertaining to schedules, lunch and breaks, casual Fridays, and any particularities of the department.

**Other suggestions:**

**Online New Hire Portal** developed and located on the intranet. This would be specific to new hire needs and include some of the following:

- Culture and mission statement by the director
- Employee hand book
- Benefits and sign-up links
- Activities link to a list of social things available such as walking clubs, Weight Watchers, softball teams
- FAQ's with things such as Casual Fridays and parking rules

**ITD organizational overview and orientation:**

- This can give a new hire an overall understanding of why ITD exists and the products and services rendered.
- Over a period of time, TBD (not the first day or all at once) the employee should be educated in the functions of the different departments.
- This could be in a presentation form, with a member of each department (who has a prepared presentation), giving an overall scope and purpose of the workings of their department and how it relates to the organization as a whole.
- Or this might be an HR prepared series of mini seminars with the input or appearance of a representative from each department.
- The most important mini seminar should encompass the new employee's department and their individual role within it. The object is to make the new hire feel a part of the bigger mission and see what the value is of their job and how it impacts others.

**Review and Goal Setting:**

- The new hire should be given meaningful assignments from the start. Depending on the job it will take time for the individual to be fully functional in that position and should be trained and monitored over a set period of time.
- At the beginning the new employee should receive written goals and expectations for the first month along with a sit down meeting with their supervisor to discuss them.
- The supervisor should then sit down at the one month anniversary to review their progress and set new goals for the next three months. The review and goal setting should be repeated at six months and one year.

**Feedback:**

It is necessary to get feedback from new hires after a period of time. A form could be developed asking for feedback of their experience and perceptions. Some suggestions are at four weeks and three months. This would serve as a means to measure the success of the on boarding program and allow for refinement.



## DIVISION/DISTRICT/SECTION ACTION ITEMS

In September 2008, Director Lowe requested that all divisions, districts and sections within ITD develop innovative ideas and plans accountable to the section level to advance ITD in the four strategic plan focus areas. Using example goals for each focus area, contributions in the form of action items were provided as a means to build understanding and connect actions to the overall purpose of ITD's strategic plan. Attached are the action items, sorted by ITD division that each Administrator has approved for inclusion in the draft strategic plan.

## Division of Aeronautics

KEY: A AERONAUTICS  
AP AGENCY PERFORMANCE  
CS CUSTOMER SERVICE  
EE EXPANDING AND ENHANCING PARTNERSHIPS  
P INVESTING IN OUR PEOPLE

## Division of Aeronautics

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Mobility	AE-AP1	Maintain better than 95% passenger flight dispatch rate.	Ongoing	Mike Pape	>95%
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	AE-AP1	Increase the average annual statewide airport pavement condition index value to 81 on paved General Aviation airports and maintain that level.	Ongoing	Bill Statham	81
Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Mobility	AE-CS1	Provide Idaho Aeronautical Chart to state pilots	Apr-09	JV DeThomas	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	AE-CS2	Develop new pilot and aircraft registration system with online internet access by customers	Jun-09	JV DeThomas	

## Division of Aeronautics

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	AE-EE1	Maintain and enhance success of the Idaho Airstrip Network in conjunction with the USFS, ID Dept of Commerce, Idaho Aviation Assn, Idaho Aviation Foundation, and others.	Ongoing	Gary McElheney	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	AE-EE2	Continue and enhance recruitment of volunteer organizations and individuals to perform State-operated airstrip maintenance.	Ongoing	Gary McElheney	516 hours in CY2008
	AE-EE3	Have 90% of Idaho's publically owned-public use airports actively protected through local zoning ordinances that enforce height restrictions and compatible land uses on and around the airport.	Apr-09	Bill Statham	90%
Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	AE-P1	Provide cross-training for performing FAA 5010 Airport inspections.	Ongoing	Bill Statham, Mark Lessor, Gene Bannister	

## Division of Administration

KEY:	AP	AGENCY PERFORMANCE
	CS	CUSTOMER SERVICE
	EE	EXPANDING AND ENHANCING PARTNERSHIPS
	P	INVESTING IN OUR PEOPLE
	AD	DIVISION OF ADMINISTRATION
	BSM	BUSINESS AND SUPPORT MANAGEMENT
	FS	FINANCIAL SERVICES
	B	BUDGET
	ETS	ENTERPRISE TECHNOLOGY SERVICES
	ER	ECONOMIC AND RESEARCH
	RM	EMPLOYEE SAFETY RISK MANAGEMENT
	TI	TRANSPORTATION INVESTMENTS

## Division of Administration

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	AD-BSM-AP1	Educate and inform internal customers of the benefits of receiving reports in an on-line PDF format.	Apr-09	Rod Becker	
	AD-BSM-AP2	Expand the use of SICOMM in the districts and headquarters in order to expand the number of suppliers responding to quotes and bids.	Jul-09	Sherry Jenkins	
	AD-FS-AP1	Partner with DMV to review and improve front end and back room payment processing. (This fits into the partnerships category)	Jan-09	Gary Genova	
	AD-FS-AP2	Management Control System (MCS), State Controller's Office and the Internal Control Checklist–Financial Services will work with all ITD Divisions to better achieve strategic objectives through better understanding and use of the MCS Policy Manual, Evaluation Toolkit, and Internal Control Checklist.	Jul-09	Gordon Wilmoth	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	AD-BSM-AP3	Conduct energy audits on selected administrative facilities to determine potential facility improvements for inclusion in the building program.	Jun-10	Jamie Zolber	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	AD-BSM-AP4	Update the annual report to the Board on procurement performance measures to include district and headquarters dollar savings from quoting and bidding goods and services.	Aug-09	Kathy Chase	
	AD-FS-AP3	Implement a standardized revenue receipt log in the Districts to ensure proper controls are in place to receipt funds coming into the Districts.	Jan-09	Gary Genova	

## Division of Administration

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	AD-FS-AP4	Data Warehouse Project – Financial Services (FS) will work with Enterprise Technology Services (ETS) and key reporting software users to create a data warehouse that will accommodate the department's reporting needs.	Jun-09	Bryan Brown	
	AD-TI-AP1	Lead the performance management team in providing support to executive management in the Dept-wide implementation of performance management processes and measures.	January SFY 2009 – measures June SFY 2010 - Processes	Dave Amick	
	AD-B-AP1	Develop a COMPETITIVE GRANTS PROCESS manual and electronic register to make the process more efficient and improve delivery of adjustments/modifications to the budget for competitive grant applications and awards.	Jun-09	Joel Drake, Debbie Coles	
	AD-ETS-AP1	Complete Control Objectives for Information and related Technology (CobiT) implementation to increase accountability and visibility over the technology investment to the agency.	Feb-09	Jon Pope and ETS Management Team	
	AD-ETS-AP2	Implementation of Project and Portfolio Server will meet all of these outcomes as defined for this section: prioritize work efforts to increase efficiency of operations; improve project selection and decision making; increase accountability and visibility to stakeholders; manage delivery of the best products and services within practical investment levels.	Mar-09	Dave Merriweather, Jon Pope, Don Bernaiche	

## Division of Administration

Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	AD-FS-CS1	Agreements with local entities - Financial Services will extend the Letter of Credit option to local entities on federal/local projects to facilitate project scheduling while federal funding is unknown.	Jun-10	Jennifer Miller	
	AD-ER-CS1	Improve timeline to provide annual Facts and Figures.	Feb-09	Doug Benzon, Bob Thompson	
	AD-ER-CS2	Develop additional statistical measurements to be provided on website.	Jun-09	Doug Benzon, Bob Thompson	
	AD-ETS-CS1	Implement District Service Level Agreement to better define support responsibilities between ETS and Division of Highways. Implement Service Level Agreements with all business units (internal/external) supported by ETS. Define service catalogues (according to ITIL standards), define system requirements, critical business applications/infrastructure, and establish expected uptimes and consequences.	DOH Dec-08 Others Dec-09	Jon Pope and ETS Management Team	
	AD-ETS-CS2	Complete, publish, exercise, evaluate CobiT implementation to provide improved levels of service quality, improve communication and enhance the overall customer experience with ETS.	Feb-08	Jon Pope and ETS Management Team	
	AD-ETS-CS3	Implement Web-form support ticket entry and tracking interface to allow users to enter, track and follow up on support requests.	Jun-09	Jeff Carpenter, Don Bernaiche	
	AD-ETS-CS4	Implement customer feedback form that allows users to provide feedback on service for each support request. This will allow ETS to adjust service delivery to improve overall support.	Jun-09	Jeff Carpenter, Don Bernaiche	
	AD-ETS-CS5	Provide expanded service hours with 24/5 support capability by mid-2009 and 24/7 support by mid-2010.	PH 1 June 2009 PH 2 June 2010	Jon Pope, Kathryn Romano, Jeff Carpenter	
	AD-B-CS1	Develop and maintain a Budget web-page (definitely on the intranet, possibly also on the internet). Will house budget manual and guidelines, and carry .pdf archive files of budget requests and appropriation recap sheets.	Jan-10	Joel Drake, Les Neiderklein, Debbie Coles	



## Division of Administration

Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	AD-BSM-CS1	Prepare a cost benefit analysis of converting selected microfilm records to a digital format for more efficient access and retrieval (a customer service to DMV and the DOH).	Apr-09	Michelle Lamm	
	AD-FS-CS2	Financial Services will change the process for reimbursement of travel expenses incurred by employees of local agency governments to encourage better participation in Highway Safety's NHTSA funded training programs.	Jul-09	Bryan Brown	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	AD-BSM-CS2	Arrange training for headquarters purchasing staff and district supply staff on contract management and improving/maintaining supplier relationships.	Sep-09	Kathy Chase	
	AD-BSM-CS3	Create and maintain an internal vendor/supply list and use to solicit quotes and bids.	Dec-08	Sherry Jenkins	
	AD-TI-CS1	Improve funding obligation turnaround standards and processes in OTI in support of improving on Dept adopted internal on time/on budget project delivery goals.	July -10	Dave Amick, Natalie Edl	
	AD-FS-CS3	Attend District Business Manager meetings to increase awareness of district operations and provide assistance.	April 2009 and ongoing	Jennifer Miller	
	AD-FS-CS4	Visit District offices, Ports of Entry, and DMV Headquarters once a year to audit cash receipt and accounts receivable processes, answer questions, and seek feedback for future training needs.	Oct-09	Gary Genova	

## Division of Administration

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	AD-RM-EE1	Implement the ITD-OSHA Alliance for cooperative training to promote Worker Safety – Schedule in all districts to include employees & contractors.	Ongoing	Cheryl Rost	
	AD-RM-EE2	Develop educational WZ Safety Information Product under NIOSH grant as Idaho representative in the North American transportation safety group.	May-09	Cheryl Rost	
	AD-RM-EE3	Work with DOH Emergency Manager & Emergency Coordinator in developing ITD 'Continuity of Operations Plan'.	Jun-09	Cheryl Rost	
	AD-BSM-EE1	Review and update existing MOU's or lease agreements with other state agencies or non-profit groups which utilize ITD property.	Dec-09	Kathy Chase	
	AD-BSM-EE2	Review and update the existing MOU with the Department of Administration for emergency back-up facilities for postal and copy center operations.	Dec-09	Rod Becker	
	AD-FS-EE1	Financial Services will modify the OVERFLOW ON FEDERAL PROJECTS report to enhance LHTAC's ability to monitor the financial status of local projects.	Jul-09	Jennifer Miller	
	AD-FS-EE2	Financial Services (FS) will enhance ITD's partnership with FHWA through a joint (FS, FHWA & Internal Review) audit/review of the recently upgraded CGI Advantage Financials ERP.	Jul-09	Bryan Brown, Jennifer Miller	
	AD-ER-EE1	Provide all data used by external entities on the ITD website.	Jan-09	Doug Benzon, Bob Thompson	
	AD-ETS-EE1	Create/develop relationship managers responsible for interacting with particular groups, districts, agencies. Relationships managers are the single point of contact for our customers in times of need, but also provide valuable up-to-date information.	Dec-08	ETS Management Team	
	AD-ETS-EE2	Provide proactive leadership and implementation services for the success of the statewide public safety and education communications governance council (PSECGC).	Ongoing	Jon Pope, Kathryn Romano	

## Division of Administration

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	AD-ETS-EE3	Collaborate on technology projects with the Office of the CIO, SCO and ITRMC. This will include infrastructure consolidation, resource sharing and project collaboration.	Ongoing	Jon Pope, Kathryn Romano	
	AD-ETS-EE4	Partner with smaller agencies to accomplish big picture initiatives to save everyone time, money, and manpower: Ongoing ETS Management Team.	Ongoing	ETS Management Team	
	AD-B-EE1	Educate new DFM analyst in use of Governor Revision adjustment tool (standard class and fund source balancing) for properly making Governor Revision adjustments to the department's budget request.	Dec-08	Joel Drake, Les Niederklein	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	AD-BSM-EE3	Work with other State agencies to include public agency clauses in their contracts.	Jun-09	Sherry Jenkins	
	AD-FS-EE3	Visit the Idaho State Treasurer's Office to meet with operations staff to review processes and procedures.	Jun-09	Gary Genova	
	AD-ER-EE2	Participate as a member of the Highway Cost Allocation Study Review Team.	Ongoing	Doug Benzon, Bob Thompson	
	AD-ER-EE3	Create a quarterly report on HDA and Aeronautics funds for management.	Feb-09	Doug Benzon, Bob Thompson	
	AD-ER-EE4	Attend Pacific Northwest Regional Economic Conference	Jun-09	Doug Benzon, Bob Thompson	
	AD-B-EE2	Complete standardized fuel adjustment process for all agencies (including ITD) with DFM / LSO.	Jun-09	Joel Drake	

## Division of Administration

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	AD-RM-P1	Educate employees statewide in hazards of exposure to Hexavalent Chromium VI in welding of stainless steel equipment (all sanders).	May-08	Cheryl Rost	
	AD-BSM-P1	Review and reclassify if appropriate Senior Buyer and Facilities Manager positions.	Jan-09	Kathy Chase	
	AD-BSM-P2	Investigate DEQ's employee purchasing certification program for applicability to ITD.	Mar-09	Kathy Chase	
	AD-BSM-P3	Provide cross training opportunities for employees in the areas of purchasing, print shop, image center, and warehouse.	Jun-10	Kathy Chase	
	AD-FS-P1	Assign a mentor from a different unit within the section for new hires o help new employees navigate the department's policies and culture.	Jun-09	Gordon Wilmoth	
	AD-B-P1	Schedule/complete training of section staff on development of webpages (for use in developing and maintaining a budget webpage).	Jun-10	Joel Drake, Les Niederklein, Debbie Coles	
	AD-ER-P1	Train all Economic and Research employees on Microsoft Office 2007	Jan-09	Doug Benzon	
	AD-ER-P2	Attend Associated Taxpayers of Idaho annual workshop. Jan-09	Jan-09	Doug Benzon	
	AD-ETS-P1	Restructuring/reclassifying positions to adapt to new advances in technology/capability, provide professional development promotion opportunity, and consistency across the ETS Group.	Dec-08	Jon Pope, ETS Management Team	
	AD-ETS-P2	Provide annual training plan to ensure staff are well trained in all aspects of their job and become proficient in new technologies as they emerge.	Ongoing	Jon Pope, ETS Management Team	
	AD-ETS-P3	Promote a flexible work schedule and supportive working environment.	Ongoing	Jon Pope, ETS Management Team	
	AD-ETS-P4	Ensure staff recognition and incentives for significant achievements.	Ongoing	Jon Pope, ETS Management Team	
	AD-ETS-P5	Provide regular cross training opportunities within ETS to allow staff to learn new skills and prepare for promotional opportunities.	Ongoing	Jon Pope, ETS Management Team	

## Executive Management

KEY: AP AGENCY PERFORMANCE  
CS CUSTOMER SERVICE  
EE EXPANDING AND ENHANCING PARTNERSHIPS  
P INVESTING IN OUR PEOPLE  
EM EXECUTIVE MANAGEMENT  
IR INTERNAL REVIEW  
HR HUMAN RESOURCE SERVICES  
CR CIVIL RIGHTS – EEO  
CO OFFICE OF COMMUNICATIONS  
GO GARVEE OFFICE

## Executive Management

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	EM-CO-AP1	Work with ETS to train employee in web trend analysis to gauge public's use of department's web site, employee's use of department intranet site and daily news clippings.	Jun-09	Jeff Stratten	
	EM-CO-AP2	Work with ETS to track and provide "web request" Help Desk tickets to monitor customer service.	Dec-09	Jeff Stratten	
	EM-CR-AP1	Complete overhaul of DBE Supportive Services Program to include new performance indicators and measures. This is driven by new federal requirements for supportive services program where we are required to do needs assessments of the DBE community and determine how best to fit those needs and assist DBE's in growing their businesses and becoming more competitive. It also includes developing measurable performance goals and progress reports that go to FHWA. Using performance measures will ensure that we are using DBE Program funds to the best advantage and where we will see the most benefit to the DBE community.	Jun-09	Karen Sparkman	
	EM-CR-AP2	Develop and implement Title VI review process for Local Public Agencies. Local Public Agencies receiving federal financial assistance through ITD are considered subrecipients. In addition, 23 CFR 200.9b (7) requires that ITD conduct compliance monitoring and program reviews of all subrecipients to ensure nondiscrimination in their programs and activities.	Jun-09	Karen Sparkman	
	EM-HR-AP1	Identify key deliverables HR provides to customers that will measure HR's results.	Jan-09	Mary Harker	

# Executive Management

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	EM-CO-AP3	Partner with department survey efforts to gauge effectiveness of communication efforts and campaigns.	Sep-09	Jeff Stratten	
	EM-GO-AP1	Set a performance goal for percentage on-time or early delivery of GARVEE projects for construction advertisement	May-09	Jason Brinkman	
	EM-HR-AP4	Increase efficiencies in the recruitment and classification functions by developing a method to track and report turn-around time; implementing a 24 hour turn-around time for standard recruitments; establishing a standard acceptable error rate level and quality control procedures; cross-training staff in classification/job analysis to expedite position reviews; reviewing classifications as they vacate to keep description current.	Jun-09	Shanah Percy	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	EM-IR-AP1	Improve the Risk Assessment and Internal Control Templates to enhance the management assurance.	Dec-09	IRM - Rosti	
	EM-GO-AP2	Establish a method of tracking delivery timeliness of GARVEE projects for construction advertisement (performance measure to increase efficiency and accountability)	Feb-09	Jason Brinkman	
	EM-GO-AP3	Work with DOH to write an action plan for integration the performance measure for percentage on-time or early delivery for construction advertisement into DOH	Oct-09	Jason Brinkman	
	EM-HR-AP2	Educate managers on organizational development and diagnosis.	Feb-09	Marcia Aitken	
	EM-HR-AP3	Conduct 3 full departmental classification studies for the Transportation Technician, Port of Entry and the Land Surveyor class over a 12 month period.	Jul-09	Shanah Percy	

# Executive Management

Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	EM-CO-CS2	Implement automatic response to all email requests generated from the department's web site.	Dec-08	Jeff Stratten	
	EM-CO-CS3	Implement department policy requiring a response to all emails from the public be responded to within three working days.	Jun-09	Jeff Stratten	
	EM-CO-CS4	Partner with Legislative Liaison and ETS to establish web application to track both written correspondence and e mails received through the department's web site.	Jun-09	Jeff Stratten	
	EM-CO-CS5	Establish link where images/art work/video complimenting department's news releases can be accessed by the state's media.	Dec-08	Jeff Stratten	
	EM-CO-CS6	Review and update department's internet and intranet site.	Jun-09	Jeff Stratten, Mollie McCarty	
	EM-CO-CS7	Conduct statewide survey on the effectiveness of employee newsletters to ensure information is appropriate and meets the needs of employees.	Mar-09	Jeff Stratten	
	EM-CR-CS1	Develop and implement Title VI training for Local Public Agencies. This training will be developed specifically to aid cities, counties, and highway districts who received federal funding through ITD. It is intended to assist them in gaining compliance with Title VI requirements so as not to jeopardize their receipt of funds. Providing training will support the locals in understanding their compliance responsibilities and will ultimately result in more findings of compliance.	Dec-09	Karen Sparkman	
	EM-HR-CS1	Set Outlook task reminders to ensure follow up on customer requests for status updates to assure customers that they have not been forgotten.	Jan-09	Mary Harker	
	EM-HR-CS2	Update voice mail and e-mail messages so customers know staff availability and alternate contact(s).	Jan-09	Mary Harker	
	EM-HR-CS3	Meet with Division Administrators to identify areas where HR can increase customer service and support.	May-09	Mary Harker	



# Executive Management

Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	EM-HR-CS4	Incorporate departmental customer service expectations into the performance evaluation forms.	Nov-09	Mary Harker	
	EM-GO-CS1	Implement accommodations for the traveling public during construction of GARVEE projects	June-09	Jason Brinkman	
	EM-GO-CS2	Implement new plan for GO/DOH collaboration, interaction, and partnership	Jan-09	Jason Brinkman	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	EM-IR-CS1	Enhancing the Risk Assessment Templates will improve assurance to management that Internal Review is integrating reviews of critical ITD Business Segments.	Dec-09	Carri Rosti	
	EM-IR-CS2	Establish 90-day audit follow-up process to ensure recommendations are implemented or in process. Longer period follow-up reviews (e.g. 12-24 months) should continue as warranted.	Jun-10	Carri Rosti	
	EM-IR-CS3	Provide training assistance (with CAU) to headquarter and district staff for better consultant agreement execution and management.	Dec-09	Carri Rosti, Monica Crider	
	EM-CO-CS1	Reduce number of email addresses on department's web site and convert all remaining to shared, blind email addresses.	Jun-09	Jeff Stratten	
	EM-GO-CS1	Identify innovative ways to accommodate the traveling public during construction	Jan-09	Jason Brinkman	
	EM-GO-CS2	Formulate a new plan for GO collaboration, interaction, and partnership with DOH Districts	Dec-08	Jason Brinkman	
	EM-GO-CS3	Formulate a new plan for GO collaboration, interaction, and partnership with DOH management and DOH section heads	Dec-08	Jason Brinkman	
	EM-GO-CS4	Review GO/DOH collaboration, interaction, and partnership progress and make recommendations for future plan revisions	July-09	Jason Brinkman	

## Executive Management

Focus Area	IMPROVING CUSTOMER SERVICE				
	EM-GO-CS5	Establish a plan and calendar for disseminating program information such as talking points	Jan-09	Jason Brinkman	
	EM-HR-CS5	Provide a variety of options to effectively deliver customer service training.	Apr-09	Marcia Aitken	
Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	EM-IR-EE1	Partnering with FHWA, AASHTO, ACEC, and ITD's CAU to improve management and consistency of consultant agreements' performance and audits' effectiveness. A specific activity in process is a national effort for updating AASHTO's Guide for Consulting Agreements. The Draft Guide is expected to be posted for full review by June 2009. IRM is a member of the AASHTO, FHWA & ACEC Steering Committee for overseeing this product development.	Dec-09	Carri Rosti	
	EM-CO-EE1	Work with State Library and state Historical Society to develop department photo library that meets archival standards and can be shared with public.	Dec-09	Jeff Stratten	
	EM-CO-EE2	Work with Bureau of Homeland Security to qualify Communications Staff as "disaster" public information officers.	Dec-09	Jeff Stratten	
	EM-CR-EE1	Expand DBE outreach activities to include collecting input in individual meetings and focus groups. Federal guidance requires that we include significant gathering of public input as part of our DBE goal setting each year. This is new for EEO staff and we will be exploring how best to gather useful input and fold it into our goal setting process each year. This additional anecdotal information will help support whatever decisions are made about setting or not setting project goals.	Dec-09	Karen Sparkman	

# Executive Management

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	EM-CR-EE2	Continue 2008 work with the National Association for the Advancement of Colored People (NAACP) and the National Association of Women in Construction (NAWIC) to develop working relationships that will lead to valuable partnerships. We will continue to meet twice a year with the Tribal Employment Rights Offices (TEROs) and construction related Unions and the Idaho Construction Industry Training Council (ICITC) AGC training programs. The purpose of developing these partnerships is to support and enhance programs that encourage minorities and women to go into transportation construction occupations.	Dec-09	Karen Sparkman	
	EM-HR-EE1	Enhance potential partnership opportunities with Dept. of Labor and Center for Business Leadership for delivery of HR services and training programs.	Mar-09	Mary Harker	
	EM-HR-EE2	Partner with other state agency users of the "Meridian training System": an on-line entry and training system for records management to eliminate redundant approaches for maintenance and upgrades of the system.	Mar-09	Marcia Aitken	
	EM-HR-EE4	Develop and implement innovative pipeline programs through TRAC, Partners in Education, American Heroes program, to expand future applicant pools from which to draw.	Apr-09	Mary Harker	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	EM-HR-EE3	Utilize resources (e.g. publications, HR Tools database) of AASHTO, TRB and FHWA to increase ability to use HR best practice tools and methods.	May-09	Mary Harker	

## Executive Management

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	EM-GO-EE1	Grow the GO partnerships with DOH District Engineers and District managers for more effective and efficient delivery of GARVEE projects	Jan-09	Jason Brinkman	
	EM-GO-EE2	Grow the GO partnership with Connecting Idaho Partners for more effective and efficient delivery of the GARVEE program	Feb-09	Jason Brinkman	
	EM-GO-EE3	Grow the joint GO/DOH partnership with the Idaho Associated General Contractors with a focus on gaining acceptance of innovative approaches and solutions	Mar-09	Jason Brinkman	
	EM-GO-EE4	Grow partnerships with local government (cities and highway districts) to more effectively and efficiently deliver projects and minimize public inconvenience	Apr-09	Jason Brinkman	
Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	EM-CR-P1	Participate on Division of Human Resources team to develop a “brand” that markets the State and ITD as an employer.	Apr-09	Mary Harker, Workforce Investment Team	

# Executive Management

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	EM-IR-P1	Pursue recognition and financial rewarding of employees gaining professional certification. As employees obtain certifications such as Certified Internal Auditor (CIA), Certified Public Accountant (CPA), Certified Information Systems Auditor (CISA), and Certified Government Financial Manager (CGFM) they should be financially rewarded as they are in private industry.	Jun-10	Mary Harker, Carri Rosti	
	EM-IR-P2	Implement a career path for ITD Auditors. Consider an assistant manager/supervisor position. Internal Review formerly had this position and it needs to be reestablished. This will also provide succession planning.	Jul-09	Carri Rosti	
	EM-CR-P2	Develop competitive and comprehensive compensation strategies.	Jun-09	Mary Harker	
	EM-CR-P7	Provide education to HR staff to be able to provide performance consulting services to supervisors and managers.	Jul-09	Mary Harker	
	EM-CR-P8	Establish a sub-team to develop and recommend a department-wide employee reward and recognition program.	Jan-09	Mary Harker	
	EM-CR-P9	Establish a team to propose an "on-boarding" program for new employees.	Jul-09	Shannah Percy	
	EM-GO-P1	Provide recognition by freelancing articles for the Transporter featuring GARVEE accomplishments and innovations that quote and give credit for involvement to GO and DOH employees	Mar-09 for initial, plus on-going quarterly	Jason Brinkman	
	EM-GO-P2	Feature employee accomplishments in monthly DIR/DDIR update on GARVEE to the Board	Jan-09	Jason Brinkman	
	EM-GO-P3	Work with Office of Communications to identify individual award categories and nominate GO and DOH employees for work on GARVEE	July-09	Jason Brinkman	

# Executive Management

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	EM-IR-P3	Extend Conference and Training Opportunities. Continuing Professional Education (CPE) is currently required by professional auditing standards and certifications. Training is currently taken advantage of, especially in the Boise area. This strategy should continue. Auditing, Accounting, IT Auditing, Management Controls, IT Controls, and Organization Performance Evaluation training continue to be focus areas.	Jun-10	Carri Rosti	
	EM-IR-P4	Extend use of Flex Time work schedules.	Dec-09	Carri Rosti	
	EM-CO-P1	Establish plan for six employees to complete Bureau of Homeland Security public information disaster training.	Oct-09	Jeff Stratten	
	EM-CO-P2	Provide media training to department employees.	Dec-09	Jeff Stratten	
	EM-CR-P1	Office 2007 Excel and PowerPoint refresher training for Karen Sparkman and Julie Caldwell. Excel training for Debby McCarthy	Dec-09	Karen Sparkman	
	EM-CR-P2	EEO Contract Compliance (likely out of state) training for Karen Sparkman and Julie Caldwell	Dec-09	Karen Sparkman	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	EM-CR-P3	Title VI Investigation training for Karen Sparkman	Dec-09	Karen Sparkman	
	EM-CR-P4	Photoshop Refresher training for Liz Healas	Dec-09	Karen Sparkman	
	EM-CR-P5	Provide EEO Contract Compliance training to Resident Office Managers in every district	Dec-09	Karen Sparkman	
	EM-CR-P3	Increase participation at career fairs by 2% over 2008.	Jul-09	Mary Harker, Workforce Investment Team	
	EM-CR-P4	Incorporate ITD values and associated behaviors into the performance management system.	Nov-09	Mary Harker	
	EM-CR-P5	Incorporate ITD values into selection interview questions.	Mar-09	Mary Harker	

# Executive Management

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
	EM-CR-P6	Propose leadership instructional track to executive team.	Aug-09	Marcia Aitken	
	EM-CR-P10	Increase professional development opportunities for HR staff by 2%.	Jul-09	Mary Harker	
	EM-CR-P11	Increase feedback meetings with HR staff to a monthly schedule.	Dec-08	Mary Harker	

## Division of Highways

KEY: AP AGENCY PERFORMANCE  
CS CUSTOMER SERVICE  
EE EXPANDING AND ENHANCING PARTNERSHIPS  
P INVESTING IN OUR PEOPLE  
HT HIGHWAY TRAINING  
MTS MATERIALS  
CST CONSTRUCTION  
HOS OFFICE OF SAFETY AND OPERATIONS  
RD ROADWAY DESIGN  
ENV ENVIRONMENTAL  
BSS BUSINESS SUPPORT SYSTEMS



## Division of Highways

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	H-HOS-AP1	Streamline highway access management process, including the permit process.	Nov-09	Brent Jennings, Carl Main	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	H-BR-AP1	Track the percentage of bridges in good condition yearly as a performance measure. Measurement will be by sq ft area of individual bridge/total area of all bridge decks on the state system.	Jan-09	Matt Farrar	
	H-MTS-AP1	Evaluate past Phase Reports for economical performance, compliance with federal aid, and Practical Design.	Dec-08	Jeff Miles	
	H-HOS-AP2	Implement maintenance quality assurance program including automated data collection systems.	Dec-10	Brent Jennings, Steve Spoor	
	H-HOS-AP3	Develop Corridor Safety Improvement Program criteria for project selection for the Statewide Highway Safety Improvement Program.	Jul-09	Brent Jennings, Bob Koeberlein, Carl Main	
	H-ENV-AP1	Initiate, maintain & improve project streamlining agreements with FHWA & other agencies.	Ongoing	Sue Sullivan	
	H-ENV-AP2	Initiate, maintain & improve project streamlining de minimis added to Programmatic d list.	Sep-09	Sue Sullivan	
	H-ENV-AP3	Initiate, maintain & improve project streamlining NEPA Coordination Process.	Dec-09	Sue Sullivan	
	H-ENV-AP4	Initiate, maintain & improve project streamlining In-Lieu Fee MOA.	Mar-10	Sue Sullivan	
	H-ENV-AP5	Initiate, maintain & improve project streamlining wetland mitigation banks.	Sep-10	Sue Sullivan	
	H-BSS-AP1	Develop an interim solution for the collection of maintenance labor, material and equipment usage.	Jul-09	Millie Miles	

## Division of Highways

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-RD-AP1	Provide written practical design guidelines and expertise to districts.	Apr-09	Nestor Fernandez, Randy Gill	
	H-MTS-AP2	Streamline process for materials project closeout.	Mar-09	Jeff Miles	
	H-CST-AP1	Evaluate past change orders to develop a listing of items to consider during the project development process.	Jun-09	Fran Hood	
	H-CST-AP2	Revise the post construction review process.	Jun-09	Fran Hood	
	H-HOS-AP4	Revise and streamline sign, signal and luminaire inventory management program.	Nov-09	Brent Jennings, Carl Main	
	H-HOS-AP5	Enhance electronic crash data collection program.	Oct-09	Brent Jennings, Mary Hunter	
	H-HT-AP1	Provide training in use of new Highway Safety Manual to improve knowledge and use of effective countermeasures in reducing crashes.	Jul-09	Greg Laragan	
	H-BSS-AP2	Expand the use of GIS within the division to improve efficiency, decision making and enhance results.	Nov-09	Millie Miles	
Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	H-RD-CS1	Review, approve or return PS&P Submittals within 10 days of receipt.	Dec-08	Nestor Fernandez, Monica Crider, Randy Gill	
	H-RD-CS2	Expand CADD capability of file sharing for project collaboration within ITD and with consultants.	May-09	Nestor Fernandez, Ray Oldham	
	H-RD-CS3	Create electronic plan sets for contractors for electronic bidding in Bid-Express and for archiving purpose.	Nov-09	Nestor Fernandez, Monica Crider, Ray Oldham	
	H-MTS-CS1	Enhance the Materials Section web page to provide quicker access to testing results and design data.	Mar-09	Jeff Miles	

## Division of Highways

Focus Area	IMRPOVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	H-MTS-CS2	Import separate approved product lists into the Qualified Products List for a "one stop shop."	May-09	Jeff Miles	
	H-CST-CS1	Improve the Construction Section web page.	Mar-09	Fran Hood	
	H-ENV-CS1	Initiate, maintain & improve web based access to environmental data for district environmental planners & consultants.	Ongoing	Sue Sullivan	
	H-ENV-CS2	Maintain Environmental Section web page and revise as necessary.	Ongoing	Sue Sullivan	
	H-ENV-CS3	Initiate, maintain & improve web based access to environmental documents.	Dec-08	Sue Sullivan	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-BR-CS1	Develop a Bridge Overload Rating Manual for consistency to decrease response time to the Permits Section regarding over legal weight permits.	Dec-09	Matt Farrar	
	H-MTS-CS3	Institute online sample tracking system to expedite and streamline sample submission for testing.	Dec-08	Jeff Miles	
	H-CST-CS1	Post the Chief Engineer Claim Decisions on the intranet web site.	Mar-09	Fran Hood	
	H-CST-CS2	Develop a FAQ list for environmental issues during construction for the intranet.	Mar-09	Fran Hood	
	H-HOS-CS1	Traffic Working Group established to streamline and improve processes established by the Traffic Manual.	Ongoing	Brent Jennings, Carl Main	
	H-HOS-CS2	Maintenance Steering Committee established to streamline and improve processes established by the Maintenance Manual	Ongoing	Brent Jennings, Steve Spoor	
	H-BSS-CS1	Migrate locally available Contract Diary and Report Writer tools to provide statewide accessibility.	Dec-09	Millie Miles	
	H-BSS-CS2	Develop mobile applications for field data collection.	Dec-09	Millie Miles	
	H-BSS-CS3	Develop easy to use tools that deliver GIS information and functionality.	Nov-09	Millie Miles	

## Division of Highways

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	H-MTS-EE1	Standardize format and increase outside partnership participation in the eight public/private partnership quality teams already established and working.	Dec-08	Jeff Miles	
	H-MTS-EE2	Make minutes and results of team meetings available on website.	Dec-08	Jeff Miles	
	H-ENV-EE1	Develop relationships by providing liaison with resource agencies & local hwy representatives. (Examples include: EPA, DEQ, Fish & Wildlife, Fish & Game, Water resources, SCHD, LHTAC, SHPO, USACE, NOAA, Dept of Lands)	Dec-09	Sue Sullivan	
	H-BSS-EE1	Provide internal and external partners a catalog of division information available.	Apr-09	Millie Miles	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	H-HOS-EE1	Leverage funding for the Roadside Vegetation Program with BLM.	Ongoing	Brent Jennings, Steve Spoor	
	H-HOS-EE2	Develop Highway Safety Coalitions to revise and implement the Strategic Highway Safety Plan.	Ongoing	Brent Jennings, Mary Hunter	
	H-HOS-EE3	Institute rest area partnership program.	Ongoing	Brent Jennings, Steve Spoor	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-BR-EE1	Maximize free training offered by FHWA Resource Centers to develop consensus-based approaches to innovative bridge materials, construction methods and design solutions.	Feb-09	Matt Farrar	
	H-RD-EE1	Partner with FHWA by meeting monthly to address program delivery challenges encountered during project development.	Nov-08	Nestor Fernandez, Monica Crider	
	H-CST-EE1	Revise the ITD-AGC forum format in time for the 2009 meetings.	Jan-09	Fran Hood	
	H-CST-EE2	Institute regular liaison meetings with both the FHWA and the AGC.	Immediately	Fran Hood	
	H-BSS-EE2	Implement sign, signal and lighting inventories improving management tools and data accessibility.	Dec-08	Millie Miles	

## Division of Highways

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Mobility	H-HOS-P1	Deliver Access Management Workshop.	Jul-09	Brent Jennings	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	H-CTS-P1	Develop Concrete Paving Workshop training course.	Mar-09	Fran Hood	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-BR-P1	Provide technical training for staff at least once a year to assure continued growth and development.	Feb-09	Matt Farrar	
	H-RD-P1	Develop a cross-training plan for RD section staff.	Feb-09	Fernandez/ Crider	
	H-MTS-P1	Review flexible work schedules to not only accommodate ITD tasks and economies but revise to address employee savings while maintaining coverage of work hours.	Dec-08	Jeff Miles	
	H-MTS-P2	Encourage employee development through training opportunities such as department courses and low cost webinars.	Dec-08	Jeff Miles	
	H-CTS-P2	Update the RE Academy Sessions on Claims and CPM Scheduling	Jan-09	Fran Hood	
	H-HOS-P2	Develop a web-based training program and teach courses for Traffic, Maintenance and Highway Safety Sections.	Nov-09	Brent Jennings	
	H-HT-P1	Work with HR and HRD and use required training matrix to provide supervisors with list of employee training needs.	Jul-09	Greg Laragan	
	H-ENV-P1	Provide staff with the opportunity to schedule work in accordance with changing work loads and personal situations (i.e. flexible flex time).	Continuing process under refinement - Jun 09	Sue Sullivan	

## Division of Highways

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-ENV-P2	Continue to support continuing education and training for Environmental Section staff.	Ongoing	Sue Sullivan	
	H-ENV-P3	Initiate shared sick leave.	Dec-09	Legislative Affairs Officer	
	H-ENV-P4	Create web-based organizational chart with all positions with pictures & locations.	Dec-09	Web Master	
	H-BSS-P1	Provide employees training opportunities aligned with the department's IT governance.	Dec-09	Millie Miles	
	H-BSS-P2	Implement a cross-training plan to provide redundant support for DOH business systems.	Dec-09	Millie Miles	

## DIVISION OF HIGHWAYS – Districts 1-6

KEY: AP AGENCY PERFORMANCE  
CS CUSTOMER SERVICE  
EE EXPANDING AND ENHANCING PARTNERSHIPS  
P INVESTING IN OUR PEOPLE  
H HIGHWAYS  
D1 DISTRICT 1  
D2 DISTRICT 2  
D3 DISTRICT 3  
D4 DISTRICT 4  
D5 DISTRICT 5  
D6 DISTRICT 6

## Division of Highways - Districts 1-6

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Mobility	H-D1-AP1	Develop Transportation Access Plan (TAP)/corridor plans for all NHS, Interstate & State Hwys in the district.	FY12	Don Davis	
	H-D3-AP1	Work with Region Maintenance Personnel to streamline maintenance activities where practical and possible to reduce impact to traveling public.	Ongoing	Daris Bruce, Tom Points, Shawna King, Gary Moles	
	H-D3-AP2	Facilitate Transit Service Coordination for Non-Metro D-3.	9/1/2009 Yearly thereafter	Phil Choate	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	H-D1-AP2	Continue to assist other sections in procurement of other “non-typical” goods and services for quick service.	As requested	Jim West	
	H-D1-AP3	Google Earth – updated version, membership to each county. (requires additional resources).	Pending resources	Ron Harvey	
	H-D2-AP1	Work with County Planning & Zoning Agencies to improve the understanding of the highway right-of-way use permit process. Schedule and meet with the five County Planning & Zoning Administrators and the D2 Permits Coordinator.	Aug-09	Jim Carpenter, Dave Couch, Shane Niemela	
	H-D3-AP2	Working with public, maintenance personnel, and inter and intra agency input identifying areas where deficiencies are present and proposing projects annually to address these deficiencies.	Ongoing	Daris Bruce, Tom Points, Shawna King, Gary Moles	
	H-D3-AP3	Conduct at least 1 planning meeting w/non-metro jurisdictions each year.	Annually	Phil Choate	
	H-D3-AP4	Conduct a Core Complement review. Do we have adequate people appropriately located to best serve the needs of the public? Are the hourlies necessary and if so, distributed properly?	Jun-09	Loren Thomas, Greg Laragan	
	H-D3-AP5	Develop an MOU on consultation about the STIP and operations with the Sho-Pai Tribe w/ D-3; update annually.	Summer 2009; Annually thereafter	Phil Choate	



## Division of Highways - Districts 1-6

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	H-D1-AP4	Fine tune and expand solid/liquid salt program and mixing facility.	Ongoing	John Perfect, ME, Andrea Storjohann	
	H-D1-AP5	Work with shop to review the HQ equipment list vs. assigned inventory list to coordinate the supply ordering request. This will ensure correct, critical parts are on hand for our fleet.	Annually	Jim West, SOS	
	H-D1-AP6	GIS access to other public agency information for location, land value costs, design impacts, photos for property management, scenic sign proposal locations and mapping.	2009-10	Ron Harvey, RW, Mike Porcelli, TE	
	H-D1-AP7	Deliver 100% of D1's project list (1 <sup>st</sup> qrtr).	Jan-10	Jason Minzghor	
	H-D2-AP2	Investigate whether current improvements in hot "in-place" recycling of asphalt pavements will provide a quality and cost-effective solution to surface repair strategies. Phase 1, Initiate contacts and acquire sample specification and performance history. Phase 2 Evaluate data provided by RE2B, assess process and produce report.	Oct-2009 Phase 1 Oct- 2010 Phase 2	Joe Schacher, HQ Materials, Pavement Design Team	
	H-D2-AP3	Propose/modify our standard specifications & bidding to take advantage of technology in the construction industry that promotes GIS controlled excavation equipment. Can reduce costs by avoiding physical staking of project by a survey crew.	Dec-10	Statewide Specification Team	
	H-D3-AP6	Provide constructability reviews of projects in the design phase to reduce the need for change orders during construction.	Ongoing	Daris Bruce, Tom Points, Shawna King, Gary Moles	

## Division of Highways - Districts 1-6

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	H-D3-AP7	Place STIP changes and updates for district programs in the districts hands. Make the district balance their projects within the program based upon their own original programmed amounts with additional amounts funded by savings on other district functions, but keep the annual adjustment for inflation in place. This includes funding for construction project cost changes. Allow the district to do the banking for the design program and construction programs for their district based upon the funding allocated to the district. District gets to use cost savings in their district and must find projects to offset construction over runs if they exceed funded amounts (extensive coordination with ADA/OTI and TPA/IPM required).	Pending HQ approval	Tom Cole	
	H-D3-AP8	Identify maintenance priorities, such as pavement maintenance services that represent the best use of limited maintenance budgets.	Ongoing	Daris Bruce, Tom Points, Shawna King, Gary Moles, Dan Bryant	
	H-D3-AP9	Ensure that the highway equipment budget and complement are managed properly. Promptly dispose of unnecessary equipment and fully comply with complement review commitments.	Ongoing	Dave Kuisti	
	H-D3-AP10	Conduct pre-concept field reviews on all projects to verify scope of work and improve estimate before inclusion in the STIP.	Oct-08	Bryon Breen	
	H-D3-AP11	Coordinate striping operations with D2, D4, D5, and D6 to best utilized crew availability within seasonal work windows. The goal is at least 2 applications of pavement stripes on Level 1 or 2 routes per year.	Feb-09	Kevin Sablan	
	H-D5-AP1	Monitor and program projects to keep district pavement deficiency at or below 10%.	Ongoing	Ed Bala, Mark Snyder	
	H-D5-AP2	Enable engine idle limiters in truck fleet to reduce consumption. Purchase windshield covers for car fleet to reduce warming time.	Dec-08	Tony Warth, Lora Longhurst	

## Division of Highways - Districts 1-6

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-D1-AP8	Train other districts on D1 supply desk manual, budgeting, communication, homogenous supply procedure advantages.	As requested	Jim West	
	H-D1-AP9	MLS System- for current sales data information (requires additional resources).	Pending resources	Ron Harvey	
	H-D1-AP10	Continue to process all incoming payments within four days of receipt of invoice.	Ongoing	Roberta Marolt	
	H-D1-AP11	Begin developing a District GIS program to support planning and programming. (Requires coordination w/ TPA/GSM)	Ongoing	Don Davis, Mike Porcelli	
	H-D1-AP12	Support pavement management team for improved project programming and maintenance priority.	Ongoing	Jeff Dragger, John Perfect, Jason Minzghor	
	H-D1-AP13	Continue to review duties & maintain desk manuals per position for ease in cross training exercises.	Ongoing	Scotty Fellom	
	H-D1-AP14	Continue D1 budgeting down to the foreman/section level.	Ongoing	Scotty Fellom	
	H-D1-AP15	Re-evaluate winter levels of service to correspond with 2009 revenue forecasts.	Jul-09	Andrea Storjohann	
	H-D1-AP16	Work with HDQ to establish an electronic plan review system	Jan-10	Jason Minzghor	
	H-D1-AP17	Create and implement a detailed residency office managers project procedure guide.	May-09	Ken Sorensen, Marvin Fenn	
	H-D1-AP18	Create and implement a residency project inspectors "bid Item" master check off list for use in monitoring contractor and construction progress in a projects.	May-09	Ken Sorensen, Marvin Fenn	
	H-D3-AP12	Close out project records and material summaries within 60 days of final acceptance.	Ongoing	Dave Kuist	
	H-D3-AP13	Process change orders in a timely manner such that concurrence and signatures are obtained prior to initiating work.	Ongoing	Dave Kuisti	
	H-D3-AP14	Perform periodic inspections of D3 construction projects to verify that environmental inspections and activities are adequate. Make recommendations for improvements as needed.	Ongoing	Greg Vitley	
	H-D3-AP15	Perform periodic inspections of permit construction activities to verify that activities are in accordance with the permit conditions. Make recommendations for improvements as needed.	Ongoing	Pam Golden	

## Division of Highways - Districts 1-6

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
	H-D3-AP16	Perform periodic inspections of D3 construction projects to verify that materials activities are adequate. Make recommendations for improvements as needed.	Ongoing	Jeff Morf	
	H-D3-AP17	Monitor project budgets at the project manager level. Keep a running total of project overruns, under runs, change orders and bonuses.	Dec-08	Daris Bruce, Tom Points, Shawna King, Gary Moles	
	H-D3-AP18	Develop and maintain a resource loaded region project schedule to monitor project staffing and make the most efficient use of personnel's time and tax payers' dollars. Share resources with other regions as the schedule allows.	Dec-08	Daris Bruce, Tom Points, Shawna King, Gary Moles	
Management Effectiveness	H-D3-AP19	Ensure that the deficiencies noted in the bi-annual sign bridge and traffic signal inspection reports are being addressed. Coordinate with maintenance as needed.	Jan-09	Kevin Sablan	
	H-D3-AP20	Manage the D3 Capital Facilities budget. Ensure that all sand-salt or salt storage is covered, or at least has a catchment to capture contaminated runoff. Also, ensure that obsolete or unused buildings are properly dealt with.	Jun-09	Dan Byrant	
	H-D3-AP21	Work with foremen to keep sheds, yards, and stockpile sites cleaned up and presenting a positive image to the public.	Jun-09	Dan Bryant	
	H-D3-AP22	Implement a project management and coordination system using Construction as the primary schedule node. All design and development schedules should derive from the "Start Construction" date. Preferably this will take the form of a Gantt Chart and be coordinated closely with the ADE(O).	Jun-09	Mike Garz	
	H-D3-AP23	Ensure that NOI/NOT filings are well coordinated and filed in a timely manner. Achieve 100% compliance with Current Decree.	Jun-09	Greg Vitely	
	H-D3-AP24	Conduct a sign inventory analysis. A significant effort should be expended to ensure that unnecessary signs are promptly removed. The goal is to minimize signs to only those necessary.	Jun-09	Kevin Sablan	

## Division of Highways - Districts 1-6

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-D3-AP25	Develop District 3 specific Concept Report and Design Study Report standard formats and processes.	Jul-09	Mike Garz	
	H-D3-AP26	Develop a district PS&E review team and approval process. Even as good as we are; doing it alone doesn't catch all of the errors/omissions.	Jul-09	Mike Garz	
	H-D3-AP27	Assure that 95% of highway projects are ready to bid on time.	Jul-09	Scott Gurnsey	
	H-D3-AP28	Develop and coordinate Access Management Workshops for non-metro portion of D-3.	Summer 2009; Annually thereafter	Choate/Golden	
	H-D3-AP29	Fully acknowledge the volatility of the STIP program, take full measures to deliver all state and federal projects in the final quarter prior to the scheduled fiscal year. Overtime is preapproved to meet this goal.	Oct-09	Scott Gurnsey	
	H-D3-AP30	Help Headquarters fix the change order process to improve project flexibility and speed up the change process overall.	Dec-09	Dave Kuisti	
	H-D3-AP31	Work with DE and HQ to seek to remove LOGO signs from the 84 Corridor between Exit 24 and 59.	Dec-09	Lana Servatius	
	H-D3-AP32	Develop standard scope of work, schedule, and man hour estimate, and other tools for use by Internal Design Teams and Consultant Design Teams, to enhance the professional agreement for engineering services process and overall project development process. Final documents to include: Standard Scopes of Work,; Work Base Structures (WBS), Schedule Templates based on the (WBS), Interactive ManHr Estimating & Project Activities Worksheets, Detailed Workflow Network Diagrams; References and hyperlinks to other pertinent documents such as the Design Manual, Traffic Manual, etc. District 3's current standard scope of work, schedule, & man hour estimate documents will be used as a base for this effort. This effort will be developed for implementation via the Internet for easy access by ITD and consultant managers, engineers, and designers. Input and consultation will be required by various District and headquarters sections/personnel. If this effort is to be considered as an enterprise wide tool, input from all districts will be required.	Jan-11	Scott Gurnsey, Mike Garz	
Division of Highways - Districts 1-6					

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-D4-AP1	Incorporate Transportation Committees project recommendations in STIP programming process.	Mar-09	Devin Rigby	
	H-D5-AP3	Deliver pavement rehabilitation projects by November each year, and expansion projects by March 1 of each year.	Ongoing	Brian Poole, Mark Snyder	
	H-D5-AP4	Keep project change orders at 5% or below.	Ongoing	Brian Poole, Tim Swenson, Dan Harelson	
	H-D5-AP3	Devise a systematic way to monitor projects for financial changes, and file necessary transactions proactively.	Jun-09	Brian Poole, Larry Roberts	
	H-D6-AP1	Minimum Test Requirement (MTR) completion.	Ongoing	Wade Allen, Ken Hahn, Kirk Finn, Herb Drexler	
	H-D3-AP31	Creation and maintenance of a "Projects Needs Database".	Ongoing	Bill Shaw, Troy Williams, Eric Verner	
	H-D3-AP32	Input into Pavement Management Software.	Ongoing	Shawn Madsen	
	H-D6-AP4	Intersection Management.	Ongoing	Shawn Madsen, Matt Davison	
	H-D6-AP5	2PM resource loaded software.	Sep-08	Troy Williams, Eric Verner	
Focus Area	IMPROVING CUSTOMER SERVICE				
Mobility	H-D3-CS1	Set up schedule to evaluate/adjust signal timing district wide.	Jan-09	Gail Newlun	
	H-D5-CS1	Measure delays on coordinated signal system every 6 months. Revise timings as needed.	Ongoing	D5Traffic Engineer, position is being filled	

## Division of Highways - Districts 1-6

Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	H-D1-CS1	Create Development Services Section by integrating the Transportation Planner and Permit Coordinator and GIS Specialist to address growth & land use concerns with local governments (would require additional resources).	Pending resources	Don Davis Damon Allen	
	H-D1-CS2	Request public input on traffic staging vs. closures at preliminary design	Jan-09	Jason Minzghor	
	H-D1-CS3	Install an after hour and week-end phone messaging and retrieval system for district monitoring and assigned follow up action on the next business day.	Ongoing	Admin staff	
	H-D1-CS4	Continue to support local project development.	Ongoing	Jason Minzghor RE's	
	H-D2-CS1	Propose enhancement of service with the other four districts that have striping trucks to improve customer service and safety by redefining "striping boundaries" to ensure the earliest possible completion of pavement markings statewide.	Feb-09	Jim Carpenter DEs 1-6/DTE2	
	H-D2-CS2	Define striping district boundary with map(s).	Feb-09	Carpenter DE 1-6, DTE3	
	H-D3-CS2	Work with Public Affairs in notifying the public of upcoming maintenance and construction activities that will result in impact to traveling public.	Recently initiated and ongoing	Daris Bruce, Tom Points, Shawna King, Gary Moles, Dan Bryant,	
	H-D3-CS3	Plow park and skis when time allows on SH 21 for recreational opportunities in Boise County.	Ongoing	Tom Points	
	H-D3-CS4	Lead D3 public events such as groundbreakings and ribbon-cutting ceremonies, and public meetings or involvement activities.	Ongoing	Reed Hollinshead	
	H-D3-CS5	Develop and implement communications plans for projects that could potentially negatively impact the public and require extended outreach efforts.	Ongoing	Reed Hollinshead	
	H-D3-CS6	Create and/or coordinate production of communication tools such as releases, events, flyers, brochures or advertisements.	Ongoing	Reed Hollinshead	

## Division of Highways - Districts 1-6

Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	H-D3-CS7	Publish a quarterly newsletter of design and construction projects. Send same out to local units of government.	Ongoing	Reed Hollinshead	
	H-D3-CS8	Publish a monthly report to the Board member containing status of design, construction, operations and planning activities.	Ongoing	Reed Hollinshead	
	H-D3-CS9	Quarterly review of incomplete permit application with notification to applicants.	Dec-09	Pam Golden	
	H-D4-CS1	Move the responsibility for processing access permits to maintenance to provide direct customer contact throughout the application process.	Jan-09	Devin Rigby	
	H-D5-CS2	Create a customer service survey (model after the one Admin did a few years ago).	Jun-09	Pam Landon	
	H-D6-CS1	Planning – assisting local governments with planning and land use planning.	Ongoing	Shawn Madsen	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	H-D1-CS5	To provide better and more dependable service work with HQ in upgrading our liquid deicer fleet.	FY10	Jeff Drager	
	H-D1-CS6	To provide better and more dependable service replace aging 10-wheeler fleet.	FY10	Jeff Drager	
	H-D2-CS4	Prepare specs and advertise for bid the conduit boring, plowing and “J” boxes for Phase I of the project.	Jan-09	Jim Carpenter, DTE2, TSEF2	
	H-D2-CS5	Prepare specs and advertise for bid any items not covered under the funding for Phase I to complete the project.	Aug-09 (additional resources needed)	DE2, DTE2, TSEF2	
	H-D3-CS10	Focus primarily on bridge repairs from April to October, and significantly reduce or outsource any building/yard activities in this time period. Building items should take place in winter.	Immediately	Mike Rittenhouse	



## Division of Highways - Districts 1-6

Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	H-D3-CS11	Create a multi-year "Super Maintenance" program within District 3. Use this program to gang crews or contract out larger projects (STM) in a planned and coordinated manner.	Jun-09	Dan Bryant	
	H-D5-CS3	Enter into a partnership with Districts 2 and 3 to more efficiently stripe state routes.	Apr-09	Ed Bala, District Traffic Engineer	
	H-D6-CS2	Bridge Deck Sealing (10 bridges per year) protect from salts.	Ongoing	Wade Allen, Ken Hahn, Kirk Finn, Herb Drexler	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-D1-CS7	Commit resources to National Institute for Governmental Purchasing training and certification.	N/A	Jim West, SOS	
	H-D1-CS8	Maintain district "Suspense Log" procedure, to monitor action assignments.	Ongoing	Jenny Marowitz	
	H-D1-CS9	Develop and implement a plan to participate in a minimum of three local area job fairs per year.	Annual	Scotty Fellom, PT	
	H-D1-CS10	Continue & promote the yearly district employee benefit fair, and wellness program.	Annual	Scotty Fellom, PT	
	H-D1-CS11	Western Alliance for Quality Transportation Construction training to improve supply personnel's chances for advancement outside District Supply Section [through D1 Construction].	Aug-06	Jim West, Trng Spec	
	H-D1-CS12	Obtain HQ Kofile Visual Information System records management training.	June -10	Scotty Fellom	
	H-D1-CS13	Provide info on web for materials source approvals.	FY10	Damon Allen HQ Mtls	
	H-D1-CS14	Develop web based database of all ITD test information.	FY10	Damon Allen HQ/Districts	
	H-D2-CS15	Enhance communications between divisions by providing fiber optic network connections for the Port of Entry and the digital message board on U.S. 95.	Jan-09	Jim Carpenter DMV	
	H-D3-CS16	Reorganize District Program Management Section to also include District Planning and Access Management.	Pending HQ approval	Scott Gurnsey	

## Division of Highways - Districts 1-6

Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-D3-CS13	Conduct project closeout reviews with Resident Engineers.	Now	Mike Garz	
	H-D3-CS14	Create a District Access Management Group.	Pending HQ approval	Scott Gurnsey	
	H-D3-CS15	Implement Development Services Agreements to cover staging of mitigations necessary to offset impacts of developments.	Within one year after approval of the District Access Management Group	Scott Gurnsey Pam Golden	
	H-D3-CS16	Conduct monthly project traffic control reviews.	Ongoing	Kevin Sablan Terry Meiners	
	H-D3-CS17	Through design review process become more involved in proposing innovative construction phasing and traffic control. Essentially "get in, stay in then get out and stay out."	Ongoing	Bryon Breen	
	H-D3-CS18	Meet at least twice per year with Resident Engineers and ROM's to ensure that expectations and deliverables are clearly understood.	Ongoing	Bob Nelson	
	H-D3-CS19	Ensure that hiring supervisors are notifying all interviewed candidates verbally and in writing of their selections prior to announcing or implementing any hires or promotions.	Ongoing	Jaye Owen	
	H-D3-CS20	Work to improve network connectivity with remote maintenance stations. This is a high priority item.	Ongoing	Craig McAllister	
	H-D3-CS21	Set up schedule of speed limit reviews district wide.	Dec-08	Gail Newlun	
	H-D3-CS22	Bridge: Ensure that inspection reports are filed and that foremen see every new copy. Review the quarterly bridge maintenance list. Divide the sheet up by foreman area and make priority order assignments to the listed items such that Bridge and Building, Road Foremen, and Maintenance Engineer know what work will be done in-house by foreman, in-house by Bridge & Building, or by Contractors.	Mar-09	Dan Bryant	
	H-D3-CS23	Lead foreman to prepare and work from annual work plans. Ensure that foremen are empowered to handle their own budgets and tackle modestly sized projects independently. Review this against the requirements of A-05-37.	Jun-09	Dan Bryant	

## Division of Highways - Districts 1-6

Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-D3-CS24	Institute a Central Files system for D3 correspondence, agreements, and critical documents. Consider a document management system.	Oct-09	Karen Blunk	
	H-D4-CS2	Organize assignments for attending and participating in all transportation committee meetings.	Dec-08	Devin Rigby	
	H-D5-CS4	Create a scheduled work plan of intersection signing improvements based on intersection audit.	Apr-09	District Traffic Engineer (position to be filled)	
	H-D5-CS5	Publish a quarterly newsletter on project status and/or projects within the district.	Dec-09	Brian Poole, Steve Gertson	
	H-D6-CS3	Cross-training between Maintenance & Construction to provide enhanced customer service.	Ongoing	Karen Hiatt, Wade Allen, Ken Hahn, Kirk Finn, Herb Drexler	
	H-D6-CS4	Left Wing Plow for I-15, Dubois Area.	Nov-08	Dubois Foreman	
	H-D6-CS5	Use of salt brine in saddle tanks in Dubois, Idaho Falls & Sugar City areas	Nov-08	Wade Allen, Ken Hahn, Kirk Finn, Herb Drexler	
	H-D6-CS6	Super maintenance projects (Teton Co. Turn bays @ 250 North and 300 South).	Aug-09	Karen Hiatt, Wade Allen, Ken Hahn, Kirk Finn, Herb Drexler	

## Division of Highways - Districts 1-6

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Mobility	H-D1-EE1	Support IMAP.	Ongoing	Don Davis	
	H-D2-EE1	Develop partnership with District Three and US Forest Service to improve winter access and safety within avalanche chute area of US-12. Prepare avalanche operation plan for incorporation into USFS Avalanche Control Permit.	Mar-09	Damon Allen, MTCE2	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	H-D1-EE2	Email e-files of participating highway material contracts to city and county road departments within D1 as available.	Ongoing	Jim West, SOS	
	H-D1-EE3	Continue District IT assistance program with Law Enforcement & surrounding area County DMV sites.	Ongoing	Diana Hodson	
	H-D1-EE4	Continue MgCL2 contracts for locals.	Ongoing	Jeff Drager, ADE	
	H-D1-EE5	Continue to provide materials and services to locals as available.	Ongoing	Jeff Drager, ADE	
	H-D1-EE6	Continue to drill for other districts as requested.	Ongoing	Jeff Drager	
	H-D1-EE7	Make more training available to consultants & contractors with regard to district construction and materials policies and procedures.	Ongoing	Jeff Drager Tech Trnr	
	H-D1-EE8	Continue support of STIP process with local agencies.	Ongoing	Jason Minzghor	
	H-D1-EE9	Explore options for allowing local government to directly purchase surplus equipment on an emergency basis.	FY10	Jeff Drager, ADE	
	H-D1-EE10	Develop intergovernmental land use & transportation agreements with five northern counties, cities and highway districts.	2011	Don Davis, Damon Allen	
	H-D3-EE1	Meet monthly with ACHD to discuss pending applications within Ada County.	Ongoing	Pam Golden	
	H-D3-EE2	Schedule and deliver Chamber of Commerce or service club speaking engagements once each year to convey D-3 Strategic Plan and Needs in non-metro counties	Annually	Phil Choate	

## Division of Highways - Districts 1-6

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	H-D3-EE3	Meet with City of Mountain Home, Air Force Base, and Mountain Home Highway District each spring to discuss upcoming projects for the construction season and coordinate traffic control.	Apr-09	Tom Points	
	H-D3-EE4	State & Local Maintenance Agreements: Ensure that these agreements are located and properly filed. Review the agreements and update any that are significantly out of date.	Jun-09	Dan Bryant	
	H-D3-EE5	Meet annually with the local county agents responsible for the gopher control agreements to ensure that their efforts are effectively achieving the desired results.	Jun-09	Jack Gant	
	H-D3-EE6	Periodically meet with and coordinate with the local county weed agents to ensure that our noxious weed agreements are effectively achieving the desired results.	Jun-09	Vegetation & Rest Area	
	H-D5-EE1	Conduct an annual coordination meeting with environmental resource agencies.	Ongoing	Alan Wubker	
	H-D5-EE2	Continue quarterly coalition meetings. Invite an outside observer to monitor and suggest ways to improve meetings.	Apr-09	Joe Tamasco	
	H-D6-EE1	Transportation Committee Meetings.	Ongoing	Blake Rindlisbacher	
	H-D6-EE2	ISP overtime patrols in speed Zones – District wide MOU.	Ongoing	Karen Hiatt	
	H-D6-EE3	MOU with Forest Service allowing mtce activities with less consultation.	Ongoing	Karen Hiatt, Wade Allen, Ken Hahn, Kirk Finn, Herb Drexler	
	H-D6-EE4	INL partnering.	Sep-08	Karen Hiatt	
	H-D6-EE5	IDF&G partnerships to improve fish passage at Little Spring Creek.	Oct-09	Karen Hiatt, Jason Minzghor	

## Division of Highways - Districts 1-6

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	H-D1-EE11	Work with local agg/mix producers to reinforce benefits of QC/QA program.	AGC Meetings	HQ/Districts	
	H-D1-EE12	Increase local management of commodity and service contracts, including construction, environmental, and demolition projects where efficient.	Ongoing	Jim West, SOS	
	H-D3-EE8	Have staff perform an analysis of the business loops and spur routes in District 3. Look for opportunities and enticements to transfer these routes to the locals.	Jun-09	Scott Gurnsey	
	H-D4-EE1	Include selling recycled asphalt plantmix (RAP) to highway districts in interstate contracts.	Jan-09	Devin Rigby	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-D3-EE10	Promote post-construction reviews for "lessons learned" by development, design consultant, and construction personnel.	Annually	Mike Garz, Bryon Breen	
	H-D3-EE11	Implement Development Services Agreements to cover staging of mitigations necessary to offset impacts of developments.	Within one year after approval of the District Access Management Group	Pam Golden	
	H-D3-EE12	Develop Strategic Plan for D-3.	Dec-09	Dave Jones	
	H-D3-EE13	Develop a GIS Systems Development Plan in coordination with TPA/GIS.	Dec-09	Mark Wasdahl	
	H-D3-EE14	Create and implement a career step program which will allow individuals to move up financially without having to promote out of a proficient position.	Dec-09	Mary Harker	
	H-D3-EE15	Develop Access Management Plans/Agreements with all non-Metro Urban Centers (Owyhee, Adams, Gem, Washington, Valley, Boise, Elmore, Payette).	Dec-10	Choate/ Golden	

## Division of Highways - Districts 1-6

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-D3-EE16	Develop Transportation Development Agreements within all 10 District 3 counties	Dec-13	Phil Choate Pam Golden	
	H-D2-EE2	Develop a programmatic "Biological Assessment" for project environmental documents to increase/improve project readiness. Deliver draft "Biological Assessment" document for review to National Marine Fisheries Service, Fish & Wildlife Services, Corps of Engineers and the Federal highway Administration	Apr-09	Jim Carpenter EPS2	
	H-D2-EE3	Deliver final "Biological Assessment" document for review/approval to NMFS, FWS, COE and the FHWA.	Apr-10	Jim Carpenter EPS2	
	H-D4-EE2	Work with the SNRA to develop an aggregate management plan for the Stanley Basin.	Apr-09	Devin Rigby	
	H-D5-EE3	Conduct public/contractor meetings for all projects inside city limits.	Ongoing	Mark Snyder RE's	
	H-D5-EE4	Conduct training seminars in erosion control with D5 contractors.	May-09	Alan Wubker	
	H-D6-EE6	TAP's & workshops.	Ongoing	DTE	
	H-D6-EE7	Madison Co. – Bear World left turn NB detour.	Apr-09	Blake Rindlisbacher Karen Hiatt	
	H-D6-EE8	Idaho Falls guardrail improvement.	May-09	Dave Walrath	

## Division of Highways - Districts 1-6

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	H-D1-P1	Continue to work with other districts & HQ team on establishing an improved career path for technician series employees, with focus on benefits and career development.	Ongoing	ME	
	H-D1-P2	Increase in-house design capability through additional training, employee work load evaluation and internal Project Development Team re-organization.	Ongoing	Jason Minzghor Damon Allen	
	H-D3-P1	Give interns meaningful assignments, rotations, and provide mentoring.	Apr-07	Jim K. Morrison	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-D1-P3	Commit to quarterly review of district employee's core training requirements vs. what's requested, what's needed and required; while also reviewing what training is offered locally, in state or requiring out of state travel.	Ongoing	Andrea Storjohann EST Trng Spec	
	H-D1-P4	Obtain additional training on land use law to assist in overall district access management permitting process.	June-09	Don Davis TE PDE	
	H-D1-P5	Continuing education for internal R/W staff as available.	Ongoing	Ron Harvey	
	H-D1-P6	Re-institute on-site "How to Get What You Need" training program by supply personnel for D1 employees of <3 yrs employment.	Annually	Jim West	
	H-D1-P7	Construction wrap-up meeting-discuss good bad, innovations.	Annually	MtIs/RE's	
	H-D1-P8	Supply Operations Supervisor (SOS) - Attend min. 4 of 12 maintenance foreman meetings to gather feedback and enhance customer service.	Mar-06	Jim West	
	H-D1-P9	Create and implement a detailed residency office manager's project procedures guide.	May-09	Marvin Fenn	
	H-D1-P10	Create and implement a residency project inspectors "bid item" master check off list for use in monitoring contractor and construction progress on a project.	May-09	Marvin Fenn	



## Division of Highways - Districts 1-6

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-D2-P1	Improve stripe quality statewide by developing a training module for stripe truck operation for use on the statewide truck simulator. Submit proposal/request to HQ Mtce to add a striping truck module to the new simulator.	Jan-09	Jim Carpenter DTE - Proposal	
	H-D2-P2	Promote new stripe truck training module to be in use.	Mar-09	Jim Carpenter HQ Mtce	
	H-D2-P3	Establish a District objective to comply with annual post construction reviews between district project development and the district residencies to share more information on both successful and unsuccessful practices. RE will be required to schedule a post-construction review within 60 days of the completion of construction and provide a written report to the Project Development Engineer for each project constructed each season.	Oct-09	RE2 A & B	
	H-D3-P2	Implement monthly traffic and safety reviews on construction projects by the District Traffic Engineer, District Safety Officer, and Construction Manager.	Nov-08	Scott Gurnsey	
	H-D3-P3	Utilize cross training within the transportation technician series to expand the knowledge, skills, and abilities as well as enhance the advancement potential of technicians.	Ongoing	Region Engineers	
	H-D3-P4	District leadership will regularly meet with all employees in the various sections and subdivisions of the organization to foster open communication and transparency of decision-making.	Spring 09 and annually thereafter	Dave Jones DBM	
	H-D3-P5	Monitor the flex time and compressed work weeks independently of the section supervisors. To determine if there are problem areas.	Ongoing	Business Manager	

## Division of Highways - Districts 1-6

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	H-D3-P6	Face time with staff: Tour all construction projects at least once. Preferably monthly. Drop in to visit informally at all operations section offices at least monthly. Visit with all maintenance foremen in their areas monthly.	Ongoing	DE ADE(O)	
	H-D3-P7	Ensure that all D3 employees remain current on the mandatory training items; First Aid, Defensive Driving, HazMat, etc.	Ongoing	Bill Nance	
	H-D3-P8	Invigorate the employee appreciation events.	Jun-09	Dave Jones, DBM	
	H-D3-P9	Develop a training plan for all employees. Make sure to include communication and supervision classes.	Jan-09	Terry Meiner	
	H-D4-P1	Implement Flex time.	Feb-09	Devin Rigby	
	H-D5-P2	Allow flexible scheduling for employees.	Sep-08	Ed Bala	
	H-D5-P3	Provide two out-source training opportunities to each of the sections within the district – Admin, Traffic, Maintenance, Design, Construction, Materials, Shop	Dec-09	Evan Snow, EEO/S/T	
	H-D5-P4	Bring workshops to the district to provide information to employees (i.e. EAP, PERSI, Financial Advisors) – fact finding meetings	Dec-09	Joe Tamasco	
	H-D6-P1	D5/D6 Construction Refresher.	Ongoing	Karen Hiatt	
	H-D6-P2	D5/D6 Maintenance Fair.	Ongoing	Herb Drexler/Herb Finn and D-5	
	H-D6-P3	Rotating thru Project Development – cross training for professional development.	Ongoing	Dave Walrath	

## Division of Motor Vehicles

KEY: AP AGENCY PERFORMANCE  
CS CUSTOMER SERVICE  
EE EXPANDING AND ENHANCING PARTNERSHIPS  
P INVESTING IN OUR PEOPLE  
V DIVISION OF MOTOR VEHICLES  
ALL ALL DMV SECTIONS  
AD ADMIN SECTION AND/OR ADMINISTRATOR  
CVS COMMERCIAL VEHICLE SERVICES  
DS DRIVER SERVICES  
VS VEHICLE SERVICES

## Division of Motor Vehicles

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	V-VS-AP1	Redesign of the Motor Vehicle Investigator "Statement of Fact" database to capture vehicle investigation facts, track reports of MVI activities, provide functions for money collection, and secure forms tracking. This will replace the outdated Access database that is not compatible with the new version of Windows, and cannot be updated.	Jun-09	Amy Smith, Vehicle Services Manager	
	V-AD-AP1	Develop a centralized data repository of DMV reporting requirements (i.e. data warehouse) that could be utilized to access DMV reports.	Jun-11	Jim Csencsits, ASM/Ken Stewart, DMV	
	V-AD-AP2	Provide a document management system that automates the data flow of DMV processes into the system (i.e. capturing DIN2 screen snapshot of driving record prior to processing the reinstatement paperwork).	Jun-11	Jim Csencsits, ASM/Ken Stewart, DMV	
	V-DS-AP1	Improve security of Idaho drivers' licenses and ID card documents by adding five security features. This will be accomplished through implementation of central issuance of drivers' licenses and ID cards.	Sep-10	Ed Pemble, Driver Services Manager	
	V-CVS-AP1	Evaluate Technical Records Specialist pilot project at Lewiston POE to determine feasibility of stationing other TRS personnel at various fixed POE sites statewide in order to increase effectiveness of POE personnel and provide enhanced customer service.	Jul-09	Reymundo Rodriguez, Commercial Vehicles Supervisor	
Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	V-AD-CS1	Provide kiosk at Ada County location for vehicle registration renewals.	Jul-10	Jim Csencsits, ASM	

## Division of Motor Vehicles

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	V-AD-CS2	Provide kiosk in the ITD HQ lobby that would offer customers' access to all DMV online services (consider starting out with DL reinstatements).	Jun-10	Jim Csencsits, ASM Ed Pemble, DSM	
	V-AD-CS3	To improve security of customer credit card information in the Microsoft Retail Management Point of Sale system, we will be installing the latest update from Microsoft.	Mar-09	Bonnie Fogdall, DVBM	
	V-AD-CS4	Conduct a customer service survey through Access Idaho web portal regarding customer satisfaction with current DMV online services.	Jun-09	Jim Csencsits, ASM Jeff Walker, DMV	
	V-AD-CS5	Provide Federal Motor Carrier Safety Administration and customers a web based tool to access Port of Entry Observations.	Jul-09	Pat Carr, POE Manager	
	V-VS-CS1	Provide information via posters, brochures, and the website on new regulations for ATVs, UTVs, and motorbikes.	Dec-08	Amy Smith, VSM	
	V-DS-CS1	Provide increased phone support personnel to the public. This will be accomplished by closure of the driver services walk-in counter and reassignment of two of the counter staff to phone support activities.	Jan-09	Ed Pemble, DSM	
	V-DS-CS2	Provide a new monitoring tool for insurance companies to identify uninsured young drivers within households.	Jul-09	Ed Pemble, DSM	
	V-CVS-CS1	Conduct structured thorough review, then modify and update all ITD websites that contain CVS information/services in order to improve/enhance customer service.	Jul-09	Reymundo Rodriguez & CVS Staff	
	V-CVS-CS2	Implement Online Insurance Filing system for automation of current paper process, which is a requirement of commercial vehicle registration.	Jul-09	Reymundo Rodriguez & CVS Staff	
	V-AD-CS1	Provide Federal Motor Carrier Safety Administration and customers a web-based tool to access Port of Entry Observations.	Jul-09	Pat Carr, POE Manager	

## Division of Motor Vehicles

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	V-AD-CS1	Automate remaining DL letters by implementing a file transfer protocol process, sending letters to auto-sort for printing and mailing.	Jun-09	Jim Csencsits, ASM/Ed Pemble, DSM/Becky Davis, DMV	
Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	V-VS-EE1	Promote through the Assessor's Conference and newsletters (four times annually) the online vehicle registration renewal option to increase county participation in offering this alternative service delivery to its customers.	Dec-08 and Quarterly Thereafter	Amy Smith, VSM	
	V-AD-EE1	Redesign DMV front-end system and capabilities for county offices.	Jan-10	Alan Frew, DMV Administrator	
	V-AD-EE2	Work with Idaho Supreme Court to provide an interface that will electronically provide citation disposition and withdrawal information allowing CVS & DS staff to reconcile between POE citation records/DL withdrawal dispositions.	Jun-10	Jim Csencsits, ASM/Becky Davis/Julie Cottrell, DMV	
	V-CVS-EE1	Develop partnership with State Tax Commission by providing agency access to KOVIS, which details company information data, to be utilized for their audits. CVS will also request access to State Tax Commission IFTA mileage data to ensure proper registration by customers.	Jul-10	Reymundo Rodriguez, CVS Manager	
	V-CVS-EE2	Develop additional partnerships with local, city, and county enforcement personnel to provide training that will assist them with size and weight enforcement efforts in order to protect our investment in our state highways system.	Jul-10	Pat Carr, POE Manager	

## Division of Motor Vehicles

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	V-AD-EE1	Share communication line cost by having courts pay for its share of the DL and VS applications costs	Jun-10	Richard Holloran, DMV	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	V-VS-EE1	Provide training annually to counties on updated policy and legislative changes, and offer basic training on vehicle titling and registration.	Jul-09 and Annually Thereafter	Amy Smith, VSM	
	V-VS-EE2	Provide training every two years to dealers and financial institutions on policy and legislative changes with vehicle titling, as well as offer basic title training.	Sep-10 and All Even Years Thereafter	Amy Smith, VSM	
	V-VS-EE3	Provide training every two - four years to tow companies and law enforcement agencies regarding abandoned vehicle regulations, procedures, and policies. These classes are held separately for towers and law enforcement.	Sep-09 and Odd Years Thereafter	Amy Smith, VSM	
	V-DS-EE1	Provide on-site training to county driver licensing personnel on use and functionality of the new county automated system (DART).	Jan-10	Ed Pemble, DSM	

## Division of Motor Vehicles

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	V-DS-P1	Develop automated systems that reduce the time employees spend in areas that are backlogged with phone call information (i.e. create a phone system that pre-screens some of the standard DL or Registration calls to have pertinent information available for support person prior to assisting the customer).	Jun-09	Ed Pemble, DSM/Amy Smith, VSM/Phone Support Person	
	V-CVS-P1	Remodel CVS HQ section to improve office cybernetics (information flows and processes) to provide for effective allocation of resources, greater employee satisfaction, facilitate employee supervision, and enhance customer service.	Jul-10	Reymundo Rodriguez, CVS Manager & David Metcalf, DVS Programs Supervisor	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	V-VS-P1	Provide training opportunities for personal safety to MVIs who work independently out in the field.	Jun-09	Amy Smith, VSM	
	V-VS-P2	Provide annual training to staff on updated policies and legislative changes.	Jul-10	Amy Smith, VSM	
	V-ALL-P1	Provide opportunities for staff to attend classes for job and personal development as available by the department.	Jan-09 and Ongoing	All Managers/HRS	
	V-ALL-P2	Double fill positions that are close to turnover/retirement, so that gaps are not left when a key person leaves the business area.	Jun-09	All Managers/HRS	
	V-DS-P1	Provide internal training to ITD driver licensing personnel on use and functionality of the new county automated system (DART).	Jan-10	Ed Pemble, DSM	
	V-AD-P1	Conduct a study to explore the flextime option for administrative section personnel ensuring proper coverage of required work assignments.	Jun-09	Bonnie Fogdall, DVBM	



## Division of Motor Vehicles

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	V-CVS-P1	Implement formal training plan/program for Motor Carrier staff to ensure quality of training received, as well as accurately testing knowledge base of staff, to determine focus areas for additional training. Program also will designate "mentor" for new staff personnel to provide transition assistance into CVS.	Jul-10	Reymundo Rodriguez, CVS Manager & CVS Staff	
	V-CVS-P2	Conduct interviews with all new employees prior to completion of probation and with all employees prior to separation from ITD.	Jan-09 and Ongoing	Alan Frew, Administrator	
	V-CVS-P3	Research alternate work schedule options for CVS staff and implement if business needs allow for alternate work schedules.	Mar-09	Reymundo Rodriguez, CVS Manager	

## Division of Planning

KEY: AP AGENCY PERFORMANCE  
CS CUSTOMER SERVICE  
EE EXPANDING AND ENHANCING PARTNERSHIPS  
P INVESTING IN OUR PEOPLE  
P DIVISION OF PLANNING  
RD ROADWAY DATA  
IP INTERMODAL PLANNING  
R RESEARCH  
GIS GEOGRAPHIC INFORMATION SERVICES  
PS PLANNING SERVICES  
ALL ALL SECTIONS

# Division of Planning

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Mobility	P-RD-AP1	Over the next three years, add 100 additional permanent counters to routes in urban areas and strategic rural areas to develop capacity to adequately monitor congestion of state system routes.	Jun-08	Glenda Fuller	
	P-IP-AP1	Develop recommendations on state system highway build-outs.	Aug-10	Patti Raino	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	P-GIS-AP1	Provide tools so districts can interface pavement information through a GIS application.	Jun-09	Brian Emmen	
	P-PS-AP1	Promptly provide customers with information on statewide and district pavement conditions.	Ongoing	Gary Sanderson	
	P-PS-AP2	Promptly provide customers with information on highway congestion performance.	Jan-10	Gary Sanderson	
	P-IP-AP2	Conduct District, stakeholder and public involvement activities for STSP	May-October 2009	Patti Raino	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	P-RD-AP1	Increase capability to monitor freight traffic on the interstate by adding 10 additional permanent traffic counter sites.	Jun-09	Glenda Fuller	
	P-IP-AP3	Integrate department strategic planning activities in the state required Strategic Plan and, the Performance Measure Report	July-09 Sept-09	Patti Raino	
	P-IP-AP4	Establish Big Picture five-year Planning Calendar	Mar-09	Patti Raino	
	P-IP-AP5	Develop scope, timeline, recommended technical/data reports and cost of a State System Transportation Plan (STSP).	Feb-09	Patti Raino	
	P-IP-AP6	Obtain Executive Management and Board approval to proceed with STSP.	Mar-09	Patti Raino	
	P-IP-AP7	Complete draft technical/data reports for STSP.	Aug-09	Patti Raino	

## Division of Planning

Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	P-RD-CS1	Develop partnerships with local agencies (starting with those areas experiencing high population growth) to share traffic count information with ITD. Develop two new partnerships a year.	Dec-09	Glenda Fuller	
	P-PS-CS1	Conduct an online survey of Idaho drivers to determine the most valued characteristics of a highway (every two years).	Sep-10	Gary Sanderson	
	P-PS-CS2	Complete a new pavement management report for easy access to pavement history and current conditions (Universal Reporting Tool).	Jan-10	Gary Sanderson	
	P-PS-CS3	Write a new Annual Pavement Performance Report.	Mar-09	Gary Sanderson	
	P-IP-CS1	Add a searchable list of past and current CMAQ projects to website—including project cost and air quality benefits.	Jan-09	Patti Raino	
	P-GIS-CS1	Enhance the department's milepost system to permit the deletion of outdated equations and segment codes. Benefit of this is to provide better data for law enforcement and make the milepost system more user friendly for all users.	Jan-10	Brian Emmen	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	P-IP-CS2	Develop web page that provides customer information on functional classification and update procedures	Feb-09	Patti Raino	
	P-IP-CS3	Research calendaring methods (printed and electronic) for monitoring the annual Statewide Transportation Improvement Program (STIP) activity dates.	Mar-09	Patti Raino	

## Division of Planning

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	P-RD-EE1	Provide local governments and consultants a web based tool to access traffic count information.	Aug-09	Glenda Fuller	
	P-R-EE1	Make Research library information available to ITD staff and on website.	Dec-09	Ned Parrish	
	P-PS-EE1	Share the results of COMPASS' recent freight study with the Intermodal Working Group.	Mar-09	Gary Sanderson	
	P-PS-EE2	Participate on the Interagency Traffic Records Coordinating Committee.	Ongoing	Gary Sanderson	
	P-PS-EE3	Continue leading the COMPASS Transportation Model Advisory Committee.	Ongoing	Gary Sanderson	
	P-PS-EE4	Continue sharing congestion analysis information with COMPASS.	Aug-09	Gary Sanderson	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	P-ALL-EE1	The division will establish an MOA with the Division of Public Transportation to define interdivisional responsibilities with regards to planning grants, STIP/TIP, and the Bike/Pedestrian Coordinator.	Jul-09	Matthew Moore	
	P-IP-EE1	Develop action plan between ITD environmental and transportation planners to improve Planning/Environmental Linkages in Corridor, District and Statewide Plans	Apr-09	Patti Raino	
	P-IP-EE2	Execute prototype local public agency agreement on land-use and development	Feb-09	Patti Raino	
	P-IP-EE3	Execute prototype transportation development agreement with developer TDA(s)	Aug-09	Patti Raino	
	P-IP-EE4	Write a Transportation Development Agreement manual and recommended district driven access agreement process.	Jan-10	Patti Raino	

# Division of Planning

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	P-ALL-P1	<b>Performance Awards:</b> Establish a program that will reward high performing team members.	Apr-09	Matthew Moore	
	P-ALL-P2	<b>Personal Development Plans:</b> The division will develop a personal development plan for all employees. It is recognized that continued personal development is key to the success of all team members.	Sep-09	Matthew Moore	
	P-ALL-P3	<b>Succession Strategy:</b> The division will develop and execute a progressive succession strategy to ensure continuity of mobility operations.	Dec-09	Matthew Moore	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	P-PS-P1	Continue staff telecommuting one day each week and report on efficiency.	Mar-09	Gary Sanderson	
	P-PS-P2	Work to create a Math Analyst Senior position to recognize an analyst's experience beyond entry level.	Mar-09	Gary Sanderson	
	P-PS-P3	Complete training of a new Pavement Management Engineer to qualify as a Tech Engineer 1.	Jul-09	Gary Sanderson	
	P-RD-P1	Provide three training opportunities in transportation demand and dynamic traffic monitoring over the next year.	Dec-09	Glenda Fuller	
	P-IP-P1	Complete desk manuals for the major Intermodal Planning section functions: STIP development, CMAQ & Scenic Byway Prg management, MPO establishment and coordination, additions and deletions and functional classification.	June-09	Patti Raino	
	P-IP-P2	Provide opportunities for technical training and work related conferences	On going	Patti Raino	
	P-IP-P3	Explore alternative work schedules and telecommuting options for each IP staff	Feb-09	Patti Raino	
	P-ALL-P1	Provide opportunities for staff to attend classes for job and personal development as available by the department.	Jan-09 and Ongoing	Matthew Moore	

## Division of Planning

Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
	P-ALL-P2	Double fill positions that are close to turnover/retirement, so that gaps are not left when a key person leaves the business area.	Jun-09	Matthew Moore	
	P-ALL-P3	Conduct interviews with all new employees prior to completion of probation and with all employees prior to separation from ITD.	Jan-09 and Ongoing	Matthew Moore	

## Division of Public Transportation

KEY: AP AGENCY PERFORMANCE  
CS CUSTOMER SERVICE  
EE EXPANDING AND ENHANCING PARTNERSHIPS  
P INVESTING IN OUR PEOPLE  
T PUBLIC TRANSPORTATION



# Division of Public Transportation

Focus Area	LEADING THROUGH AGENCY PERFORMANCE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Mobility	T-AP1	<b>Integration of Mobility Programs:</b> The Department integrated the Public Transportation, Bicycle, Pedestrian and Intercity Passenger Rail programs thus producing improved coordination and efficiencies. By having these programs work together in a more coordinated fashion, more cost-effective decisions can be made concerning where bicycle and pedestrian routes need to be and where future rail passage corridors should be as they fit into the Department's vision of mobility in Idaho.	4th Quarter 2009	Randy Kyrias	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	T-AP2	<b>Teleconferencing and Webcast Capabilities:</b> To conserve fuel and enhance customer and stakeholder communication in PT, a teleconferencing and webcasting system has been established that allows individuals statewide to participate from the comfort and convenience of home or office.	4th Quarter 2008	Sandy Grazier	
	T-AP3	<b>Advisory Groups Consolidated:</b> To create staff efficiencies, reduce duplication, and enhance decision-making, the division has consolidated the statewide Public Transportation Advisory Committee quarterly meeting with the statewide Interagency Working Group quarterly meeting.	4th Quarter 2008	Randy Kyrias	

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Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	T-AP4	<b>Coordination Planning Process:</b> The division is leading a statewide effort to produce 17 local coordination plans, six district mobility plans, and one statewide mobility plan concurrently, covering all communities in Idaho. This replaces a process that produced individual community plans statewide that ranged in cost from \$30,000 to \$45,000. This consolidated approach will reduce the average cost of each plan by approximately 65 percent and save approximately \$500,000. This consolidated approach will also allow for more enhanced and effective coordination between communities, producing efficiencies and improving use of federal, state, and local funding.	2nd Quarter 2009	Randy Kyrias	
	T-AP5	<b>Web-Based Grant Applications:</b> The division will migrate the grant application process to a web-based system. This web-based system will reduce the grant application to an estimated size of approximately 10-15 pages. There will be significant time and cost savings associated with this new system both for ITD and pass-through grant recipients.	4th Quarter 2009	Rinda Mitchell	
	T-AP6	<b>Grantee Data System Integration:</b> The division will be integrating the grantee performance management system, grant application and management system, and the annual National Transit Database (NTD) reporting system into one data system. This integration will greatly reduce redundant data collection, processing, and reporting. This will also additionally reduce ITD staff time, grantee staff time, and costs associated with collecting and reporting data.	4th Quarter 2009	Brian Shea	

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Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	T-AP7	<b>Grant Application Consolidation:</b> The division is set to redesign and streamline the grant application and grant management systems. The division will consolidate nine grant applications down to one simple application. This consolidation will effectively reduce the total application size from 450 pages down to approximately 30 pages. This consolidation will generate a significant time and cost savings for both ITD and pass-through grant recipients.	2nd Quarter 2009	Rinda Mitchell	
	T-AP8	<b>Vehicle Inspection Cost Reduction:</b> The division will be utilizing IMAP partnerships to assist in completing standard vehicle inspections required by the Federal Transit Administration at the time of purchase and then every two years thereafter until the vehicle has reached its useful life. These inspections usually take somewhere between 10-15 minutes but can generate substantial expense due to travel costs and staff time.	3rd Quarter 2009	Rinda Mitchell	
	T-AP9	<b>Multi-Year Grant Agreements:</b> The department is redesigning how Federal Transit Administration grants are managed. Use of multi-year grant agreements with grantees in rural and intercity public transit grant programs will reduce the amount of time ITD staff and grantees spend completing the annual FTA grant application cycle. The multi-year approach also allows transit providers to better plan purchases and services.	4th Quarter 2009	Rinda Mitchell	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	T-AP10	<b>Performance Management System-Operating Unit:</b> The division will be designing and implementing a performance management system. This system will encompass all aspects of the division's operating units.	2nd Quarter 2009	Brian Shea	

# Division of Public Transportation

Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Mobility	T-CS1	<b>Mobility Reorganization:</b> The division has taken the preferred structure for mobility within Idaho and reorganized the operating structure to best support the new vision.	3rd Quarter 2008	Randy Kyrias	
	T-CS2	<b>Statewide Mobility Reorganization:</b> The division has taken the lead to perform significant public outreach to determine the desired long-term structure to support mobility within Idaho. This effort has generated Idaho's Mobility and Access Pathway (IMAP) and also the development of a new structure to support mobility at the local, district, and state level.	2nd Quarter 2009	John Krause	
	T-CS3	<p><b>Statewide Technology Consolidation:</b> Mobility partners across the state are in need of various technology initiatives to improve efficiency and synchronization. The division will be taking the lead to implement consolidated technology initiatives that will support statewide mobility and coordination. These technologies will be provided to a statewide advocacy association acting on behalf of all mobility partners. This consolidation will cut staff time and costs. It is costly for a single provider to implement and support technology initiatives such as those listed below, however, if a consolidated system is developed that supports partnerships then the marginal costs associated with including a new community is minimal.</p> <ul style="list-style-type: none"> <li>• Mobility Funding and Needs Registry</li> <li>• Ridership &amp; Performance Metrics System</li> <li>• Trip Planning System</li> <li>• Automated Vehicle Procurement System</li> <li>• Web-Based Grant Application &amp; Management System</li> <li>• Customer Service Reporting System</li> <li>• Demand Forecasting System</li> <li>• Bicycle, Pedestrian, and Passenger Rail Asset Registry</li> </ul>	Phased Rollout Beginning 2nd Quarter 2009	Randy Kyrias	

## Division of Public Transportation

Focus Area	IMPROVING CUSTOMER SERVICE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Mobility	T-CS4	<b>Partnership with ITD's 511 Traveler Information Service:</b> The department will integrate public transportation information and services into ITD's 511 Traveler Information System. By doing this, users will have a single point of entry for all highway and public transportation mobility information. Also, through a partnership with the Idaho 211 Careline, ITD can offer a bank of live operators that can act as a mobility manager for callers in conjunction with the expansion of 511 services without the need to add new department staff. This single point of mobility information will reduce costs to mobility partners by not requiring each partner to staff positions to supply mobility information.	4th Quarter 2009	Randy Kyrias	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	T-CS5	<b>Customer Service Survey:</b> The division has completed the first statewide customer service survey focused on mobility. The plan is to release this survey every two years so that the mobility community can stay abreast of customer service issues and opportunities.	4th Quarter 2008	Randy Kyrias	
	T-CS6	<b>Performance Management System-Subgrantees:</b> The division will design and implement a performance management system focused on metrics of grantees who receive pass-through funding. These performance metrics will be used not only to assist in the improvement of services but also directly within funding decisions.	3rd Quarter 2009	Brian Shea	

# Division of Public Transportation

Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Mobility	T-EE1	<b>Statewide Rideshare Program:</b> The division has established a web-based statewide rideshare program that everyone within Idaho may access anytime, day or night. The program allows ride matching for individuals, vanpooling, ridesharing, event sharing, etc., within all Idaho communities. Prior to ITD expanding the program, only three counties, representing less than 40% of the population, had access to rideshare opportunities.	3rd Quarter 2009	Randy Kyrias	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Customer Experience	T-EE2	<b>Partnership Visibility:</b> Through the IMAP process and development of the Local Mobility Management Networks, we are dramatically improving the visibility and voice of mobility stakeholders throughout the state. One issue that exists today is for the smaller communities and rural areas to voice their desires, needs, and concerns at the state level.	2nd Quarter 2009	John Krause	
	T-EE3	<b>Mobility Partnership Agreements:</b> Through the development of Idaho's Mobility and Access Pathway partnerships, agreements will be established to ensure the inclusion of partner needs into funding processes and decisions.	3rd Quarter 2009	Randy Kyrias	
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	T-EE4	<b>Local Mobility Management Networks:</b> The division has taken the lead to generate Local Mobility Management Networks (LMMN) across the state, representing different regions with differing needs that will help streamline decision-making, and identify and correct service gaps, duplications, and coordination inefficiencies. The development of the LMMN structure will also set the stage for mobility stakeholders to better leverage all mobility funding that comes through the various partner organizations.	2nd Quarter 2009	John Krause	

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Focus Area	EXPANDING AND ENHANCING PARTNERSHIPS				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Management Effectiveness	T-EE5	<b>Division of Planning MOA:</b> The division will establish an MOA with the Division of Planning to define interdivisional responsibilities with regards to planning grants, STIP/TIP, and the Bike/Pedestrian Coordinator.	2nd Quarter 2009	Randy Kyrias	
Focus Area	INVESTING IN OUR PEOPLE				
Vital Few	ID #	Action Item	Implementation Date	Manager/DE Responsible	Performance Measure
Return on Investment	T-P1	<b>Performance Awards:</b> Establish a program that will reward high performing team members.	1st Quarter 2009	Randy Kyrias	
	T-P2	<b>Personal Development Plans:</b> The division will develop a personal development plan for all employees. It is recognized that continued personal development is key to the success of all team members.	3rd Quarter 2009	Randy Kyrias	
	T-P3	<b>Succession Strategy:</b> The division will develop and execute a progressive succession strategy to ensure continuity of mobility operations.	4th Quarter 2009	Randy Kyrias	